PROCEEDINGS OF THE BROWN COUNTY EDUCATION & RECREATION COMMITTEE

Pursuant to Section 19.84 Wis. Stats., a regular meeting of the **Brown County Education & Recreation Committee** was held on Thursday, September 1, 2011 at the Pamperin Park East Hall – 2477 Shawano Avenue, Green Bay, WI

Present:

Jesse Brunette-Chair, Bill Clancy, Vicky VanVonderen,

John VanderLeest

Excused:

Tim Carpenter

Also Present:

Lynn Stainbrook, Terry Watermolen, Lori Denault

Doug Hartman, Jon Rickaby, Rick Ledvina John Luetscher, Supervisors Schuller/Miller

Gary Hansen - DNR

Leon McNair - Wadsworth Foundation

Other Interested Parties

I Call to Order:

The meeting was called to order by Chairman Jesse Brunette at5:35 p.m.

II. Approve/Modify Agenda:

Motion made by Supervisor VanVonderen and seconded by Supervisor VanderLeest to approve. <u>MOTION APPROVED UNANIMOUSLY</u>

III. Approve/Modify Minutes of August 4, 2011:

Motion made by Supervisor VanVonderen and seconded by Supervisor Clancy to approve. <u>MOTION APPROVED UNANIMOUSLY</u>

- 1. Review Minutes of:
 - a. Brown County Neville Public Museum Governing Board (8-8- 2011):

Motion made by Supervisor Clancy and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

Presentation:

By Brown County Park and Wisconsin Department of Natural Resource Staff regarding Proposed Recreational Trail.

Gary Hansen of the DNR was introduced by Doug Hartman who explained that the railroad plans to abandon a ¾ mile of track running from Packerland Drive to Duck Creek which abuts Pamperin Park. The DNR will purchase the right of way and turn the track into a recreational trail under the Rails to Trails Act. The DNR has asked that Brown County act as a managing partner. The DNR will fund the purchase and development costs, with the County taking over operational costs

similar to what is done on the Fox River and the Mountain Bay Trails. Such operational costs will be taken from user fees.

Public Comment Session:

Regarding Proposed Resolution and Memorandum of Understanding (Item #6) regarding Brown County's intent to Develop, Operate, and Maintain a Recreational Trail by Pamperin Park between Packerland Drive and Duck Creek. Members of the public are invited to provide comments on the proposal:

A "Memorandum of Understanding between Brown County and the State of Wisconsin Department of Natural Resources as included in packet material was reviewed. This MOU sets forth a description of the property, obligations of the DNR, along with obligations of Brown County.

Motion made by Supervisor VanderLeest, seconded by Supervisor Clancy to suspend the rules to allow interested parties to speak.

MOTION APPROVED UNANIMOUSLY

Maria Lasecki – Ms. Lasecki distributed several pictures for the committee to review showing what she opines to be safety issues. At this time, Lasecki indicated there are not any "no trespassing" signs showing the property leads to a quarry with no railings. Her pictures showed garbage piles and graffiti indicating it is a "party" area for some.

Becky Nyberg – Ms. Nyberg, on the other hand, opined that if the track was opened to a trail which would bring people directly into Pamperin Park, there may be less trespassers and that safety concerns would be alleviated.

Motion made by Supervisor VanderLeest, seconded by Supervisor Clancy to return to regular order of business. MOTION APPROVED UNANIMOUSLY

Supervisor VanderLeest questioned liability to Brown County, asking that graffiti, fencing at drop-offs, etc. be taken care of prior to moving forward.

Gary Hansen indicated that any safety issues will be accomplished per state standards with railings 60" high, and Mr. Hartman pointed out that the county will only be responsible for the three-quarter mile section which is in Brown County. The portion of rail close to the Oneida Golf Course will be the responsibility of Oneida, whose intent is to complete that section also.

6. Resolution re: Authorizing Management of a Recreational Trail between Packerland Drive and Duck Creek adjacent to Pamperin Park:

Motion by Supervisor VanderLeest, seconded by Supervisor VanVonderen to approve the Resolution Authorizing Management of a Recreational Trail between Packerland Drive and Duck Creek adjacent to Pamperin Park with funds to be used from the Rails to Trails account (user fees) and that there by proper signage installed. MOTION APPROVED UNANIMOUSLY

Communications:

1. Communication from Supervisor Miller re: That the County should conduct a 1 year experiment in permitting metal detection activities in areas of Brown County Parks which would not be damaged by these activities, i.e. a portion of a park area could be made available on Saturday morning while Brown County personnel are present. Referred from August County Board:

Supervisor Miller noted that presently Brown County does not allow metal detection activities in their parks, although the City of Green Bay does. Miller requested that consideration be given to allowing this activity in certain parks for a \$20 fee.

Motion made by Supervisor VanderLeest, seconded by Supervisor Clancy to suspend the rules to allow interested parties to speak.

MOTION APPROVED UNANIMOUSLY

Bob Brown – President of Titletown Metal Detecting Club Mr. Brown presented a copy of the permit the club receives from the City defining rules. He uses an ice pick to locate objects such as coins, etc. A plug is removed from the sod and then replaced as found. The club which meets monthly does have Bylaws and a Code of Ethics.

Motion made by Supervisor VanVonderen, seconded by Supervisor Clancy to return to regular order of business. <u>MOTION APPROVED UNANIMOUSLY</u>

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to refer to staff to develop guidelines for metal detection activities in areas of Brown County Parks.

MOTION APPROVED UNANIMOUSLY

Library:

3. Budget Status Financial Report for July 2011:

Motion made by Supervisor VanderLeest, seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

4. Director's Report:

Lynn Stainbrook highlighted activities from her written report dated August 2011, which is attached. She reported that solar panels are in the process of being installed, and in addition, a contract has been signed for bathroom remodeling at Ashwaubenon and Southwest.

An Action Plan for passage and approval of the "Employee Transition plan from County to Library Employees" for the period August 10th to December 21st was distributed and is attached. A second document highlighting "Reasons to Identify Employees as Library Employees" was also distributed.

Supervisor VanderLeest expressed issues particularly with #5 which states that "The Library Board is more involved and more closely acquainted with the issues and challenges at the Library than County Board Members". In addition he had

concern with "The Library Board would negotiate the contracts with the three union groups".

Because several of the items had been discussed by this committee previously in the absence of Supervisor VanderLeest, Supervisor VanVonderen suggested a special meeting of this committee and the Library Board be scheduled for more detailed discussion.

Library Board President, Terry Watermolen, pointed out that this idea was brought before the Library Board by County Executive Streckenbach as a recommendation. Upon review by the Library Board, it was felt the idea may be a more productive and efficient system.

VanderLeest stated in his opinion the County Executive wants a "weaker County Board", distributing more power to the Executive Branch. Chairman Brunette took exception to some of VanderLeest's comments, stating that the County Executive wants to work with the County Board on this issue. Brunette referred to the August minutes where it was stated by Supervisor Carpenter and concurred by the Executive, that the "leg work should be done by this committee so that there is a good understanding before forwarding on to the Executive Committee and the County Board." Streckenbach indicated at that time it is his goal to present the idea at budget time.

Director Stainbrook informed the committee that under the new State Bargaining Laws, only three items can be negotiated in union contracts, those being grievance, discipline, and safety. There will no longer be bargaining for wages as parameters will be set by the State.

Motion made by Supervisor VanVonderen, seconded by Supervisor Clancy to schedule a separate meeting of this committee and the Library Board to discuss the issue of Employee Transition from County to Library Employee. MOTION APPROVED UNANIMOUSLY

Parks:

Budget Status Monthly for July 2011;

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

- 6. Resolution re: Authorizing Management of a Recreational Trail between Packerland Drive and Duck Creek adjacent to Pamperin Park:

 See Above after Public Comments
- 7. Discussion regarding use of Bay Shore Park as starting area for the Green Bay Marathon beginning 2012: Pulled from the agenda.

8. Request for Reduction of Fees from Wisconsin United Coalition of Mutual Assistance Association, Inc. for Festival at Fairgrounds on August 6-7, 2011:

Hartman explained that the Wisconsin United Coalition of Mutual Assistance Associations, an umbrella organization for Hmong associations throughout Wisconsin, hosted a festival at the Brown County Fairgrounds on August 6th & 7th. The organization incurred more expenses than expected and, therefore, are asking that Brown County reduce their charge \$500. Hartman explained that the County receives \$2 a car and that this request does not meet guidelines.

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

9. Director's Report for July 2011:

Hartman referred to the written Director's Report included in packet material. He commended Jon Rickaby for winning two "1st in State" awards for stamp design.

Motion made by Supervisor VanVonderen and seconded by Supervisor Clancy to receive and place on file. MOTION APPROVED UNANIMOUSLY

Resch Centre/Arena/Shopko Hall:

10. Update re: Repair and Maintenance Timeline at the Resch Center (standing item):

Mr. Dowell distributed photos of the finished flooring.

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

Golf Course:

11. Presentation of Golf Course Operational Report from HVS:

Darius Hatami gave highlights of the Operational Report completed by HVS relative to a recommendation to move forward with the 1st Tee Program. Because of course condition, economic conditions, management structure, fee structure, and overall financial status at the Brown County course, HVS recommends moving forward with the 1st Tee Program in order to generate more income and introduce golfing to youth. Hatami will provide a synopsis of the HVS report in addition to highlights of the First Tee.

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

12. Budget Status Financial Report for July 2011:

Motion made by Supervisor VanderLeest, seconded by Supervisor Clancy to receive and place on file.

MOTION APPROVED UNANIMOUSLY

13. Golf Course Financial Statistics as of August 14, 2011:

Review of the financial statistics as of 8-14-2011 show decreases in revenue over that year-to-date 2010.

Motion made by Supervisor VanderLeest, seconded by Supervisor VanVonderen to receive and place on file. **MOTION APPROVED UNANIMOUSLY**

14. Resolution re: To Approve Option Agreement to Lease Fund:

Leon McNair of Wadsworth Foundation (golf charities) was present to explain the First Tee Program the foundation is offering. Before moving forward with fund raising, they need a commitment from Brown County.

Corporation Counsel, John Luetscher, explained that First Tee is a non-profit organization dedicated to teaching golf and life skills to youth. First Tee will provide enhancements to the existing Brown County golf course through fundraising efforts. A revised "Option Agreement to Lease Land" was distributed and is attached. Luetscher pointed out changes made to # 1 - "The lease will be renewable for additional periods on terms comparable to the original lease terms"; and to #3 related to construction of the facility within 30 months of the lease term. "Terms of Lease", item I, requests that the Brown County Golf Course have first right to purchase improvements at the fair market value if the lease would terminate. Luetscher indicated that none of the requested changes are unreasonable and recommended approval.

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to approve the Resolution regarding the Option Agreement to the Lease Fund. MOTION APPROVED UNANIMOUSLY

15. Superintendent's Report:

Superintendent Anthes reported that during the last reporting period, the Brown County Amateur was held with 120 participants. Upcoming September events include:

- September 9th Green Bay Packaging September 14th Children's Charity Golf Classic
- September 17th Brown County Fall Classic
- October 1st October Scramble

Motion made by Supervisor VanderLeest, and seconded by Supervisor VanVonderen to receive and place on file. **MOTION APPROVED UNANIMOUSLY**

NEW Zoo:

16. Monthly Financial Report for July 2011:

Updated reports for August 2011 were distributed and are attached.

Motion made by Supervisor VanderLeest, seconded by Supervisor VanVonderen to receive and place on file. MOTION APPROVED UNANIMOUSLY

17. Zoo Monthly Activity Report:

a. Operations Report

Activities during the month of August included the following:

- o 4th Annual Zoo Run and BayCare Clinic SAFE & Wellness Day
- o Feast with the Beast
- o Volunteer Dinner for NEW Zoo volunteers
- o Olsen's Piggly Wiggly Family Fun Day
- o County Rescue event

Anderson reported that the Operations Manager attended the ZAG Board of Directors Conference in Madison August 26th-28th.

- i. Admissions, Revenue, Attendance
- ii. **Gift Shop, Mayan, Zoo Pass, Misc Revenue**Updated report Attached All areas of attendance, admissions, donations, gift shop sales, Mayan restaurant revenue, and zoo pass revenue show good increases.

Motion made by Supervisor VanVonderen, seconded by Supervisor Clancy to approve the Operations Report. MOTION APPROVED UNANIMOUSLY

18. Education/Volunteer Programs Report:

Volunteer hours totaled 1018.25 compared to 1112.25 year to date in 2010. The Zoomobile made trips to the Appleton Library, KinderCare (Taylor Street), the Marion Library, Bay Area Humane Society, and the Neenah Library. On-site programs included Girl Scout Troop 425, Kids Kingdom, Wild Encounter, Zoo Camp, Village of Bellevue, Wild Encounter and two Zoo Camps.

Motion made by Supervisor VanderLeest and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

19. Curator's Report:

The Animal Collection Report as included in packet material was noted.

Motion made by Supervisor Clancy and seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

20. Maintenance Supervisor Report:

The Maintenance Supervisor reports general site work, cleaning, and landscaping projects, along with general repair during the last reporting period. Staff has been involved in various training and inspection programs.

Motion made by Supervisor VanVonderen, seconded by Supervisor Clancy to receive and place on file.

MOTION APPROVED UNANIMOUSLY

21. Zoo Director's Report:

Anderson reported that he continues to supervise construction on the new education building, work on the 2012 budget, weekly Fox 11 programs, radio spots, etc.

Motion made by Supervisor Clancy, seconded by Supervisor VanVonderen to receive and place on file. <u>MOTION APPROVED UNANIMOUSLY</u>

Museum:

22. Budget Status Financial Report for July, 2011:

Motion made by Supervisor VanderLeest, seconded by Supervisor Clancy to receive and place on file. <u>MOTION APPROVED UNANIMOUSLY</u>

23. Museum Director's Report:

Director, Rolf Anderson, distributed several handouts which are attached:

- GB Press Gazette "Museum Taking care of Business". Mr. Johnson was asked questions related to the Museum reaching out to the area business community and incorporating the area's maritime history into the museum.
- Neville Public Museum Dashboard 2011 Identifies museum year to date, revenue, number of new acquisitions, number of students served, etc.
- Invitation as published in "The Business News" to a presentation to be held Thursday, September 15th from 7:30 to 9 a.m. at the Museum. This will be a gathering of financial institution colleagues to discuss the upcoming "Moneyville" exhibit and future collaborative plans at the Neville.
- Board Profile Grid Includes different categories of Skills and Knowledge,
 Contacts and Influence, and Demographics for each Museum Board member.
- Press Release Presentation by Tony Rajer who was in New York City at the time of the World Trade Center event on Saturday, September 3rd at 2 p.m.

100 Days – An assessment of the "Neville Public Museum Today with a Proposed Framework for a Five year Action Plan" was distributed. Johnson explained this document is intended to provide a framework for action in order to improve and sustain current operations, and to position the museum for future growth in response to public needs and interests . . . Committee members asked that they be given time to review the report and discuss at a future meeting.

Anderson reported that the ArtStreet 30th Anniversary exhibit was on view during the last reporting period, in addition to Ann Frank: A Private Photo Album. A special lecture on the 10th anniversary of 9/11 will be held on September 3rd at 2 p.m.

The Director informed the committee that work continues on the grant funded photo collections project through the Institute of Museum and Library Services. To date, 9,547 catalog records have been entered into the Museum's database. A review of the Collections Policy has also begun.

Motion made by Supervisor VanderLeest, seconded by Supervisor VanVonderen to receive and place on file.

MOTION APPROVED UNANIMOUSLY

Other:

24. Audit of Bills:

Motion made by Supervisor Clancy, seconded by Supervisor VanderLeest to approve payment of bills. <u>MOTION APPROVED UNANIMOUSLY</u>

25. Such Other Matters as Authorized by Law:

Motion made by Supervisor Clancy, seconded by Supervisor VanVonderen to adjourn at 8:00 p.m. <u>MOTION APPROVED UNANIMOUSLY</u>

Respectfully submitted,

Rae G. Knippel Recording Secretary 515 PINE STREET GREEN BAY, WISCONSIN 54301-5194 LYNN M. STAINBROOK

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Library Report August, 2011

General

The library's automation system was upgraded to new version. Enhancements include improvements to circulation workflows and improved reviews in the online catalog.

The Evanced meeting room online reservation system was used internally by staff and is planned to go live in September. This will give the public the ability to book meeting rooms online. This will reduce staff time in handling the requests.

The Summer Reading program concluded on August 13 at all locations. Statistics are still being gathered but a lot of interest was shown for all three of the programs – children's teen and adults.

Staff attended an NFLS-sponsored webinar: Hold the Pickles! focused on customer service as taught at Zingerman's in Ann Arbor (MI).

Central Library:

All-time High Attendance at Library Morning at the Fair. Gate tallies totaled 1549 people (579 adults; 970 kids) this year! This compares with a total of 1385 people last year; 721 in 2009 (rain!); 1210 in 2008; 1156 in 2007. Presented jointly with the Brown County Fair Association, this huge event features a mix of activities presented by library staff and the Fair Association. Kids who complete the eight-hour level of the library's Summer Reading Program receive a Blue Ribbon Pass that admits the child and two family members for this event. An awesome collaboration!

CSI (Crime Scene Investigation) series. As part of the library's summer reading program event schedule, Lena Hosking, 4-H Youth Agent and clinical laboratory scientist, presented a highly popular free series of five programs at the Central Library for kids interested in forensic pathology, with a full house of 30-50 kids at each session.

Summer in the City Series. A total of 4355 kids and their adults attended the 18 performances in the library's annual series featuring professional children's entertainers in the library auditorium. The Green Bay Packer Foundation funds this series, giving kids a free opportunity to experiences science, magic, music, and more!

Adult Programs at the Library We had 40 people at the publishing and writing program on August 8th and 85 people at the Extreme Couponing Program on August 23rd. Recorders by the Bay filled the first floor with Renaissance music on August 3rd.

Annual Summer Volunteer Party—with ComedyCity! The August 16 Pizza Party for teens who volunteered at all Brown County Library locations. The volunteers got VIP seating at an afternoon performance by ComedyCity in the library auditorium (open to public with total attendance of 160). Afterward, ComedyCity presented a special improv workshop for the volunteers.

77 teens and adults volunteered 1606.75 hours during the Summer Reading Program.

Ashwaubenon Branch:

Staff had refresher training regarding how to use the Evanced Meeting Room Reservation System.

The ABC Readers Book Club discussed Little Bee by Chris Cleave.

Denmark Branch:

Story times, especially those with costume character, were very well attended.

Volunteers did a wonderful job helping staff get through some very busy days.

A daycare group visited weekly to check out books and read stories.

The adult book club met this past month at a local restaurant as a Summer treat to discuss their latest selection.

The High School's library staff will return at the start of the school year.

East Branch:

The Adult Reading Program saw 205 participants. A regular customer was a winner of a restaurant certificate at the grand prize drawing at the Central Library. She was very pleased.

East Branch partnered with Amy Kline, Media Specialist at Red Smith School, to create a satellite Summer Reading Program at the school. The program was held on Tuesdays, and 94 children and 8 teens participated. City bus service is not available near Red Smith, making it difficult for kids to come to the city libraries. The Green Bay Press-Gazette also ran a piece on Kline's program.

Additional electrical outlets have been installed to accommodate those who bring their laptops.

New children's book shelving, purchased by the Friends of the Library has been installed. It matches the picture book shelving, and does a wonderful job of unifying the Children's area.

Kress Family Branch:

SEEDs met their fundraising goal and installation of solar panels has been scheduled.

Staff participated in Library Morning at the Brown County Fair.

The Summer Reading Program wrap-up party was attended by nearly 200 people.

A volunteer taught 2 beginning computer classes for adults.

Pulaski Branch:

The Water Play Fun Day programs for the Babies/Toddlers and Preschoolers were well attended.

The Page Turners Book Club discussed the Brown County One Book, One Community read – The Latehomecomer by Kao Kalia Yang.

Four candidates interviewed for the open branch coordinator position.

The Village of Pulaski Public Works Department and the Fire Department were on hand with various trucks for the annual Truck Jam. 114 people attended.

Robin, the volunteer instructor for adult computer classes, taught 4 classes.

Tricia, our volunteer instructor for knitting class, had 2 new families join her class.

Southwest Branch:

The Wet & Wild party was attended by 120 participants.

Weyers-Hilliard Branch:

Displays for the month included: Staff Picks that currently features the One Book, One Community title, The Latehomecomer.

The Wisconsin Department of Transportation is displaying the US-41 Brown County model for the month of August.

Full installation of the two tracking solar panels is expected in September.

Wrightstown Branch

The Fox River Duck Drop, a fundraiser for the branch, saw proceeds of \$2300.

A children's program that celebrated birthdays around the world had 49 people in attendance!

Wrapped up the Summer Reading Program and an anonymous donor gave a grand prize for four 1-day passes to Tundra Lodge and \$40 gift card for Sammy's Pizza to one lucky winner! All kids and teens who finished the reading program were eligible to win!

Employee Transition Action Plan for Passage and Approval

Wednesday, August 10	Present information about employee transition to department & branch heads and gather their input	√
Thursday, August 11	Inform employees about transition; invite input for work rules committee	✓
Ongoing	Respond to staff questions and concerns; begin compiling list; begin researching, gather sample work rules and policies	\
Thursday, August 18	Library Board Meeting Discuss and approve proposed timeline for transition to Library Board employment Determine what steps are necessary for completion/approval before January 1, 2012? Clearly define the advantages for library, for taxpayer, for county Articulate the why is this being done?	√
Friday, August 19	Branch & Department representative to committee is due	✓
No later than Fri, Aug 26	Announce committee, set agenda, determine access to minutes, schedule /prioritize work rules to draft	✓
Wednesday, August 31	First meeting of staff work rules committee	✓
Thursday, September 1	Ed & Rec Committee Meeting Work through details of timeline. Is a resolution needed? Get approval for plan, action? Report on research	
	I'm assuming that there will be a couple of months of back and forth between the Library Board and Ed & Rec	
Every Wednesday morning	Staff work rules committee; drafts are forwarded to Library Board	
Tuesday, September 6	Meet with HR department to determine what County HR functions to recommend Library staff absorb. Set timetable and training, if needed.	
Thursday, September 15	Library Board Meeting Must approve a Grievance Policy- this will be written to be appropriate to library employees; Present an agreement with Human Resources that allows us to move forward with work rules, regardless of the other personnel issues	
	Review other libraries for governance issues. Continue to research questions.	
Thursday, October 6	Ed & Rec Committee Meeting have draft of resolution	
Wednesday, October 19	County Board Meeting	
Thursday, October 20	Library Board Meeting Finalize plan for Ed & Rec, review resolution	

October	Review use of other county departments – corps counsel, facilities, county planning, Info Services and accounting. How will change in employee status impact these departments?	
Monday, November 7	County Board Budget Meeting	
Thursday, November 13	Ed & Rec Committee Meeting Get final approval for transition plan	
Thursday, November 17	Library Board Meeting	
Thursday, December 1	Ed & Rec Committee Meeting Some initial part has to pass here to make the January 1 deadline	
Monday, December 12	Executive Committee Meeting Some initial part has to pass here to make the January 1 deadline	
Thursday, December 15	Library Board Meeting	
Wednesday, December 21	County Board Meeting Some initial part has to pass here to make the January 1 deadline	

Employee Transition from County to Library Employee

Research Compiled, from Wisconsin Department of Public Instruction

- 1. Library does not need a separate tax identification number. It continues to use the County's ID number.
- 2. Library does not need a separate checking account. The County remains the fiscal agent. Payroll can continue to be done by the County.
- 3. Employees are legally able to be included in county's health insurance plan, county employee credit union, county's wellness program, and other county programs. It is the recommendation that the employees still continue in all of these areas in 2012.

What might change as early as 2012

- 1. Library administrative staff would assume more of the Human Resources department activities. For example, library staff already interview, participate in recruitment, and handle some reference checks for potential employees. These and other activities that Library staff would perform would be detailed in written form to clearly outline expectations of the library and human resources. A meeting with the HR Manager is scheduled to clarify those activities. Training activities need to be identified and completed.
- 2. Work rules and employment policies, previously detailed in union contracts, will be approved by the Library Board. A committee, comprised of broad representation from the library departments and branches, will develop recommended work rules/policies. These will be made available to the HR Manager for input. The Library Board will review, modify and approve the policies and work rules for library employees.
- 3. The Library Board, working within the budget provided by the County Board, will continue to approve table of organization changes, filling of open positions and will establish a wage and salary classification.
- 4. The Library Board would negotiate the contracts with the three union groups. With the change in State Law, there are minimal areas that can be bargained in the contracts.

REASONS TO IDENTIFY EMPLOYEES AS 'LIBRARY EMPLOYEES'

- 1. State Law clearly identifies that the Library Board has authority and <u>responsibility</u> for library employees.
- 2. The Law was written to ensure that citizens had library resources that were not governed by partisan politics but were developed over years of stable leadership to ensure an unbiased, balanced collection and services of value to many.
- 3. The Law also ensures that the elected County officials have ultimate authority. County Board members must approve appointments of Library Board members and must approve the tax levy for the Library.
- 4. County government has many different services and departments and many are unique. The Library provides more services and is open more hours than most county departments, but it is not a 24/7 operation such as the Community Treatment Center or the Sheriff's Department. It provides a product and services, similar to the Zoo, golf course and Neville Museum, but it is not an enterprise fund and can not charge for its services. It must meet standards of the Department of Public Instruction, but it is not as closely regulated as Sybil Hopp School. More people use the public library than any other county service, with the possible exception of the Highway department. Use of the library service is completely voluntary, and it is the most visible County service. Because of the complexity of the various departments and services, it is not possible for the County to develop a single employee work code that meets the needs of all departments in an equally cost effective manner in each department.
- 5. The Library Board is more involved and more closely acquainted with the issues and challenges at the Library than the County Board members. Thus the Library Board members have more awareness of the need for staffing changes, table of organization modifications and employee work issues. It has the ability and the responsibility to develop and administer an employee work policy that fits the needs of the county residents and is cost effective.

OPTION AGREEMENT TO LEASE LAND

RECITALS

- A. First Tee of Green Bay ("FTGB" herein) is a chapter of The First Tee, an initiative of the World Golf Foundation. FTGB is a non-profit, tax-exempt organization with a mission to positively impact the lives of young people in the community by providing learning facilities and educational programs that promote character development and life enhancing values through the game of golf.
- B. Brown County is a governmental entity and the owner and operator of the Brown County Golf Course ("BCGC" herein), an 18 hole course, an 8000 square foot clubhouse and restaurant facility at 897 Riverdale Drive in the Village of Hobart, Brown County.
- C. BCGC owns vacant land (approximately 35 acres) adjoining the golf course.
- D. FTGB plans to raise funds and construct a 3-hole short golf course, driving range and practice facility to teach golf and First Tee life skills to children ages 7 to 17, and to provide a facility suitable for use by disabled individuals and people undergoing physical rehabilitation. FTGB will need access to a golf course with "tee to hole" yardage shortened to suit children and others learning the game of golf.
- E. BCGC has the resources and expertise to operate and maintain the planned learning facility if it is constructed on land adjacent to the existing course. Moreover, BCGC is agreeable to the installation of 25 forward tee boxes on the existing golf course to shorten the "tee to hole" yardage for players learning the game of golf. BCGC believes these proposed improvements are consistent with its public purpose to provide high quality recreation to the citizens of the community.

DEFINITIONS

<u>Learning Facility</u>: The 3 short course, driving range, practice facility, and parking lot, FTGB plans to construct on BCGC land.

Parties: The parties are First Tee of Green Bay (FTGB) and Brown County (BCGC).

Existing Golf Course: The 18-hole golf course, clubhouse and restaurant and parking lot currently owned and operated by Brown County.

OPTION TO LEASE

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)			Adopted	Budget	Amended	Current Month	YTD	ATP.	Budget - YTD 9	/pasn %	
Account	Account Description		Budget	Amendments	Budget	Transactions	Encumbrances	Transactions	Transactions	Rec'd	Prior Year Total
Fund 640 - New Zoo	v Zoo							٠.			
REVENUE									٠		
Intergovernmental	mental			-			;	.;	;		8
4303	Local grant revenue	i	9:	. 00	00.	00.	00.	00.	00	‡	00
Intergoverni.	Intergovernmental Totals		00"0\$	\$0.00	\$0°00	\$0.00	\$0.00	\$0.00	\$0.00	‡	\$0.00
Charges for	Charges for sales and services		-			1	;	1000	1000	į	50 040 040
4600,705	Charges and fees Daily		680,850.00	e.	680,850.00	112,065.83	3. :	3/8,853.05	301,996,95	on :	10.610,640
4600.763	Charges and fees Event parking	ting	6 .	00.	8.	6	8 .	8	00	‡ ;	90.
4600.770	Charges and fees ATM		4,000.00	0.	4,000.00	646.57	8.	1,475.88	2,524.12	£ 3	3,838,46
4601.004	Sales Vending machine		183,600.00	00.	183,600.00	38,140.08	8	120,673.28	62,926.72	99	200,540.06
4601.005	Sales Vending nontaxable		8.	00.	8	695.00	8.	968.00	(968.00)	+ + +	8
4601.770	Sales Passes		160,000.00	00:	160,000.00	11,933.97	8.	89,155.61	70,844.39	8	159,211.72
4601.771	Sales Programs		16,000.00	00:	16,000.00	1,866.00	8	14,237.45	1,762.55	80	15,193.16
4601 772	Sales Special events	ś	112,000.00	00.	112,000.00	813,00	8	13,918.50	98,081.50	15	140,590.30
4601.773	Sales Gift shop		267,750.00	00.	267,750.00	45,430,24	<u>8</u> .	145,693.83	122,056.17	54	261,840.39
4601 774	Sales Concessions and Food		277,500,00	00.	277,500.00	49,433.84	0.	150,353.51	127,146.49	5 7	273,066.06
Chamae for	Chames for cales and conires Totals		\$1,701,700,00	\$0.00	\$1,701,700.00	\$261,024.53	\$0.00	\$915,329.11	\$786,370.89	54%	\$1,703,299.16
Miscellaneous revenue	IS revenue			•							;
4190	Disp of fixed assets - reclass		00	00.	8.	8.	8.	00'	O.	++	00
4900	Miscellaneous		25,000.00	(22,000.00)	3,000.00	327.97	00	1,080.67	1,919.33	36	2,172.65
4950	Insurance recoveries		00.	00.	00.	00.	00'	00	00'	+++	200.00
Miscellaneou	Miscellaneous revenue Totals		\$25,000.00	(\$22,000.00)	\$3,000.00	\$327.97	00'0\$	\$1,080.67	\$1,919.33	36%	\$2,672.65
Contributions	.:	4			٠		;	1	6	Ĺ	7 150 54
4901	Donations :		2,000.00	00:	5,000.00	802.78	0; :	2,747.98	7,252.02	ჯ (0,150.54 F61.66
4901,700	Donations Conservation		1,000.00	00.	1,000.00	0	00.	8	1,000.00	- ;	96.195
4901.800	Donations Zoo Society Support	ort.	0 0;	22,000.00	22,000.00	5,500.00	00.	11,000.00	11,000.00	20	21,/92.00
Contributions Totals	s Totals	•	\$6,000.00	\$22,000.00	\$28,000.00	\$6,302.78	\$0.00	\$13,747.98	\$14,252.02	49%	\$28,504.10
Capital contributions	ributions								4 200 000 0		6
1006	Capital Contribution		1,200,000.00	00	1,200,000.00	96*	00.	00	1,200,000.00	200	90.05
Capital contr	Capital contributions Totals		\$1,200,000.00	\$0.00	\$1,200,000.00	\$0.00	20.00	00:04	\$1,200,000.00	%	00.04
•	Interest & investment earnings				g	(57.5)	٤	(323 56)	223 56	+++++++++++++++++++++++++++++++++++++++	278.86
4905	Interest		OO.	00.	00.	(0/.0)	200	(4)32 EE)	4223 EK	‡	\$278.86
Interest & in	Interest & investment earnings Totals.		\$0.00	\$0.00	\$0.00	(\$3.73)	on ne	(00:0774)	OC.C.25¢		} }
Transfer in			•		ç	ξ	90	5	8	‡	90
2005	Transfer in		9	3	00.000	8 :8	3 8	5715.04	4 283 96		3,256.90
9004	Intrafund Transfer In		00	10,000.00	10,000.00	00.04	00.00	10.01 / ₁ C	44 283 96	70/2	\$3.256.90
. Transfer in Totals	otals		\$0.00	\$10,000.00	\$10,000.00	*0°00	. 99.00	* \$5,710.0°	25 040 500 64	2000	¢1 738 011 67
		REVENUE TOTALS	\$2,932,700.00	\$10,000.00	\$2,942,700.00	\$267,651.55	\$0.00	\$935,650.24	\$2,007,049.70	9/76	יייייייייייייייייי
EXPENSE											
, Cost of sales					8			5	00	+++++++++++++++++++++++++++++++++++++++	00
5000.006	Cost of sales Do Not Use		8 .	00	00	On.	00	00.	33.		
								•		: -	•

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		Adopted	Budget	Amended	Current Month	QTY.	OTY.	Budget - YTD % used/	% used/	
Account	Account Description	Budget	Amendments	Budget	Transactions	Encumbrances	Transactions	Transactions	Rec'd	Prior Year Total
Fund 640 - New Zoo	7200									
EXPENSE										
Cost of sales										
5000.773	Cost of sales Gift shop	125,000.00	00	125,000.00	5,809.36	476.51	68,956.92	55,566.57	26	115,676.08
5000,774	Cost of sales Concessions and Food	99,000.00	6 .	00:000'66	14,940.14	15.75	68,758.20	30,226.05	69	106,815.89
Cost of sales Totals	Totals	\$224,000.00	\$0.00	\$224,000.00	\$20,749.50	\$492.26	\$137,715.12	\$85,792.62	62%	\$222,491.97
Personnel services	rvices									
5100	Regular earnings	689,882.00	8,	689,882.00	67,933.80	00.	346,017.90	343,864.10	20	550,225.44
5102	Paid leave eamings	00.	8.	00.	0 .	00:	90.	00.	+ + +	8.
5102.100	Paid leave earnings Paid Leave	œ.	8.	8.	4,869.54	00.	20,046.77	(20,046.77)	+++	47,505.81
5102.200	Paid leave earnings Personal	0.	8.	00.	8.	8,	8.	0.	++	90,
5102,300	Paid leave earnings Casual	00.	8	8.	8 .	00.	œ.	0.	+++	90.
5102.400	Paid leave earnings Sick	96,	8	8	00'	80	00.	8.	+ + +	90
5102,500	Paid leave earnings Holiday		8,	8 .	00:	8	00	00	+++	00
5102,600	Paid leave earnings Other (funeral, jury duty, etc)	00'	8.	8.	9.	8.	86.	0 ;	+++	8
5102.999	Paid leave earnings Accrual	00.	8.	8.	00.	8.	90:	0 ;	+++	3,581.21
5103	Premium	00.	00:	8,	00.	8	00°	00.	+ + +	8.
5103.000	Premium Overtime	13,000.00	6 .	13,000.00	1,222.21	8.	6,856.79	6,143.21	ξζ	10,810.18
5103.100	Premium Comp time premium	6 ;	9.	8.	00.	00.	00	00.	+ + +	8.
5103.200	Premium Shift differential	6.	00.	8.	8.	00.	8.	00,	† † †	00.
5103.300	Premium Holiday	00.	0 .	8.	00.	8	8;	00.	+++	00.
5109.100	Salaries reimbursement Short term disability	8.	00:	8.	00:	0	(408.07)	408.07	‡	00.
Personnel services Totals	rices Totals	\$702,882.00	\$0.00	\$702,882.00	\$74,025.55	\$0.00	\$372,513.39	\$330,368.61	23%	\$612,122.64
Fringe benefits and taxes	ts and taxes									
5110	Fringe benefits	8.	00.	8.	8	00.	00.	00.	† + +	00.
5110,100	Fringe benefits FICA	52,363.00	00.	52,363.00	5,605.87	00.	27,819.99	24,543.01	23	45,576.77
5110.110	Fringe benefits Unemployment compensation	6,389.00	00.	6,389.00	532.42	00:	3,726.90	2,662.10	28	2,967.65
5110.199	Fringe benefits Back pay fringe	8.	8	8.	8	8	8	00	+	8
5110.200	Fringe benefits Health insurance	96,671.00	00	96,671.00	4,534.74	00	59,604.42	37,066.58	62	92,548.97
5110.210	Fringe benefits Dental Insurance	8,829.00	00	8,829.00	339.10	8	4,449.93	4,379.07	Š	7,706.17
5110.220	Fringe benefits Life Insurance	112.00	00.	112.00	8	8.	91.58	20.42	87	126.58
5110.230	Fringe benefits LT disability insurance	2,258.00	8.	2,258.00	8	8	00.	2,258.00	0	8
5110,235	Fringe benefits Disability insurance	4,680.00	8	4,680.00	527.55	8	3,604.25	1,075.75	12	4,393.20
5110.240	Fringe benefits Workers compensation insurance	1,745.00	00	1,745.00	145.42	8	1,017.90	727.10	28	1,772.00
5110,300	Fringe benefits Retirement	35,845.00	8	35,845.00	2,295.06	8	14,972.44	20,872.56	45	25,297.35
5110,310	Fringe benefits Retirement credit	45,686.00	8	45,686.00	2,823.50	00	17,313.85	28,372,15	38	31,382.85
Fringe benefits	Fringe benefits and taxes Totals	\$254,578,00	00.0\$	\$254,578.00	\$16,803.66	00.0\$	\$132,601.26	\$121,976.74	25%	\$211,771.54
Employee costs	its	00 003 1	8	00 001	360.00	C	735.85	764 15	64	00
2700	. Uniform	1,300,00	<u> </u>	Transition of	200000	9 9	(001.00)	(00 009)	ç	8
. 2200.900	Uniform Contra	(1,500.00)	8 :	(1,500.00)	(00.661)	00.	(00,169)	(00:500)		6, 6,
5203.100	Employee allowance Clothing	2,500.00	.00	2,500.00	376.50	00.	00:///	1,723.00	7	, C. 21. 7.1

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rished		Adopted	Budget	Amended	Current Month	YTD	AT.		/pasn %	. 1
Arcoint	Account Description	Budget	Amendments	Budget	Transactions	Encumbrances	Transactions	Transactions	Recd	Prior Year Total
Fund 640 - New Zoo	7 200				1.					. :
EXPENSE		00 001 07	00 04	00 003 C#	¢581.50	\$0.00	\$621.85	\$1,878.15	25%	\$1,212.53
Employee costs Totals	sts Totals	\$2,500.00	\$0.00	\$2,300.00	001000					
	Operations and maintenance	20,000.00	00.	20,000.00	397.13	00.	14,284.59	5,715.41	71	17,339,43
5300	Supplies	1 000.00	8	1,000.00	191.81	6	502.62	497.38	8	47,65
5300.001	Supplies Office	3,600.00	8	3,600.00	837.62	15.75	3,258.05	326.20	91	3,720.41
5300,002	Supplies Cleaning and nouselloid	00'000'9	8	6,000.00	610.82	00.	3,471.32	2,528.68	. 23 23	5,242,35
5300,004	Supplies Postage	1.850.00	00	1,850.00	00	637.60	178.27	1,034.13	4 :	679.48
5300.020	Supplies 200 rass	52,000.00	90.	52,000.00	3,302.09	00.	33,142.25	18,857.75	\$ 5	68,077,86
5302	Copy expense	250.00	00	250.00	8	90.	26.23	7,537/	JO 75	37.37
5304	Printing	4,200.00	00.	4,200.00	443.80	8.8	1,559.92	2,040.00	<u> </u>	5,529.40
5305	Dues and memberships	5,323.00	0	5,323.00	00'	8. 8	3,537,46	(ST-17.2)	5	305.00
5306 100	Maintenance agreement Software	1,768.00	8	1,768.00	305.00	8. 8	1,013.05	0 711 85	ξ &	17.477.63
5307.100	Repairs and maintenance Equipment	16,000.00	00.	16,000.00	933.69	3 8	6786.13	321.28	3 %	1,022.33
5307.200	Repairs and maintenance Vehicle	1,000.00	8	1,000.00	60.59	8 8	0,007	6.002.08	3 8	9,739.56
5307.300	Repairs and maintenance Building	00'000'6	8.	9,000.00	255.63	8, 8	AC A00 A	9 695 76	33	16,270.92
5307.400	Repairs and maintenance Grounds	14,500.00	00'	14,500.00	2,324.59	3.8	17.505,5	00	‡	.00
5308.100	Vehicle/equipment Gas, oil, etc.	8	00	00 476 00	704 00	8 8	5,632.00	2,816.00	29	.00
5310	Advertising and public notice	00.	8,448.00	23 750 00	7.496.23	6.	20,327.00	3,423.00	98	28,829.19
5315	Vending	23,750,00	8. 8	200.00	00.	00.	00.	200,00	0	8
5330	Books, periodicals, subscription	200,002	8 8	00	00.	00.	8.	00.	‡	00
5335	Software	00.	8 8	4,000.00	8.	8	912.97	3,087.03	23	3,178.07
5340	Travel and training	1,112,00	00:	1,112.00	8	00	701.00	411.00	8	637.00
5345	Permits	40.000.00	(8,448,00)	31,552.00	1,509.37	00'	16,499.83	15,052.17	χ ,	37,303,92
5365	Special events	200.00	00	200.00	00.	8	00.	200.00	0 +++	146,23
5,306	Votaliteel expense	8	8	00	8.	8.	2/4.93	(5.45)	8	8 565 80
5390	Miscellaticous Service fees	00'000'9	00:	00:000'9	1,875.17	8 6	5,329.37	8.000.00	S .	3,896.00
5395	Equipment - nonoutlay	8,000.00	00	8,000.00	3 6	3 8	336.13	663.87	34	398.75
5396	Animal purchases	1,000.00	00.	07,000,00	3 165 99	00	25,060.95	8,939.05	74	00.
5761.040	Medical services Animals	00.	34,000.00	34,000,00	€24 413 53	\$653.35	\$153,436.99	\$100,662,66	%09	\$253,078.93
Operations	Operations and maintenance Totals	\$220,753.00	\$34,000,00	\$254,755.00	CCCTL/174					;
Utilities		00 000 oz	8	59,000,00	24.67	00	35,016.84	23,983.16	53	68,953.68
5501	Electric	22,000.00		22,000.00	00	. 00.	13,932.05	8,067.95	3 5	11 091 04
5502	Gas, oll, etc.	8,000,000	· .	8,000.00	269,05	00	1,749.83	71.052,0	772	00
5205	l'elephone .	00	00.	8	00.	8	8.	00.00	2	2 549 97
5505,100	Telephone cell	2,550.00	00	2,550.00	212,50	00	1,487.50	1,062.50	57%.	\$103.499.89
550/		\$91,550.00	\$0.00	\$91,550.00	\$506.22	\$0.00	77°091′70\$	מיייסטייהים	}	
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)		Adopted	Budget	Amended	Current Month	άγ	AT.	Budget - YTD	/pasn %	
	Account Description	Budget	Amendments	Budget	Transactions	Encumbrances	Fransactions	Transactions	Rec'd	Prior Year Total
Fund 640 - New Zoo	N Z00							·		
EXPENSE										
Chargebacks						;				
2600	Indirect cost	73,748.00	8.	73,748.00	6,145.67	8.	43,019.69	30,728.31	28	61,827.00
5601.100	Intra-county expense Information services	30,639.00	00.	30,639.00	2,104.59	8	15,856.18	14,782.82	25	30,349.00
5601.200	Intra-county expense Insurance	7,968.00	%	7,968.00	664.00	00.	4,648.00	3,320.00	28	5,284.00
5601.300	Intra-county expense Other departmental	16,476.00	00.	16,476,00	966.23	8.	10,953.75	5,522.25	99	105,509.09
5601.350	Intra-county expense Highway	00 :	00.	00.	8.	00'	00.	90.	+++	00:
5601.400	Intra-county expense Copy center	00,	0	90.	S;	<u>8</u>	00:	9,	‡	00 .
5601.450	Intra-county expense Departmental copiers	00,	00.	8.	8.	00.	8.	8	+ +	00'
Chargebacks Totals	Totals	\$128,831.00	\$0.00	\$128,831.00	\$9,880.49	\$0.00	\$74,477.62	\$54,353.38	28%	\$202,969.09
Contracted services	services									
5700	Contracted services	13,364.00	6 .	13,364.00	71.27	00:	570.16	12,793.84	4	2,704.74
2208	Professional services	135.00	20,000,00	20,135.00	8	00	8	20,135.00	0	135,00
Contracted s	Contracted services Totals	\$13,499.00	\$20,000.00	\$33,499.00	\$71.27	\$0.00	\$570.16	\$32,928.84	2%	\$2,839.74
Medical expenses	enses.									
5761	Medical services	34,000.00	(34,000.00)	00.	8.	17,65	8.	(17.65)	+ + +	34,713.07
Medical expenses Totals	nses Totals	\$34,000.00	(\$34,000.00)	\$0.00	\$0.00	\$17.65	\$0.00	(\$17.65)	+++	\$34,713.07
Other		ć	8	8	. 8	8	8	8	-	5
2800	Grant Expenditures	On:	3,	30.	00.	90.	3: 3	3. :	+ + +	9. 5
5803	Donated Items	0	8	8.	00.	8 .	8.	96.	+ + +	00.
5840	Handicapped school	0	6 .	00.	00'	00	00.	00	+ + +	0.
Other Totals	1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Debt retirement	rent									
5902	Interest expense	31,551.00	0	31,551.00	6 .	00:	15,775.62	15,775.38	20	30,858.90
5903	Debt issue expense	0.	0 .	00.	00.	00'	00.	00.	++	00.
Debt retirement Totals	ent Totals	\$31,551.00	00'0\$	\$31,551.00	\$0.00	00'0\$	\$15,775.62	\$15,775.38	20%	\$30,858.90
Depreciation					•	•			·	
6000.005	Depreciation Land Improvements	1,285.00	8	1,285.00	107.07	8	749.49	535.51	28	1,284.84
6000.010	Depreciation Buildings	140,436.00	8	140,436.00	10,912.70	8	76,399.62	64,036.38	æ.	132,908.46
6000.020	Depreciation Equipment	63,111.00	8.	63,111.00	5,456.20	8.	37,663.99	25,447.01	8	63,708.73
6000.030	Depreciation Infrastructure	764.00	8	764.00	63.69	8	445.83	318.17	82	764.28
6000.040	Depreciation Zoo animals	4,954.00	8	4,954,00	329.53	00.	2,306.71	2,647.29	47	4,703.79
Depreciation Totals	Totals	\$210,550.00	\$0:00	\$210,550.00	\$16,869.19	\$0.00	\$117,565.64	\$92,984.36	%9 <u>5</u>	\$203,370.10
Outlay										
6110	Outhay	11,500.00	00	11,500.00	8	8 ,	0,	11,500.00	ص	9, 50
. 6110,900	Outlay Contra	(11,500.00)	, 86.	(11,500.00)	8	8	00	(41,500.00)	0	00
6190	Disposition of fixed assets	8.	8	8.	8	8	8	8	‡,	509.18
6190.040	Disposition of fixed assets Animals	00	8	8.	00	00	00	00	+++	16,166.99
· Outlay Totals		\$0.00	00.0\$	\$0.00	00.0\$	\$0.00	\$0.00	\$0.00	‡ ‡	\$16,676.17
					,					

"Ollshed		Adonted	Budget	Amended	Current Month	Ĕ	ΑΉ	Budget - YTD % used/	/pasn %	
Account Account Description		Budget	Amendments	Budget	Transactions	Encumbrances	Transactions	Transactions	Rec'd	Prior Year Total
Fund 640 - New Zoo										
Transfer out Transfer out		8	8	8	8	8:	8:	· 6	‡	429.19
Transfer out Tota	•	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$429.19
	EXPENSE TOTALS	\$1,914,694.00	\$20,000.00	\$1,934,694.00	\$163,900.91	\$1,163.26	\$1,057,463.87	\$876,066.87	25%	\$1,896,033.76
Fund 6	Fund 640 - New Zoo Totals						•			
	REVENUE TOTALS	2,932,700.00	10,000.00	2,942,700.00	267,651.55	8	935,650.24	2,007,049.76	32	1,738,011.67
	EXPENSE TOTALS	1,914,694.00	20,000.00	1,934,694.00	163,900.91	1,163.26	1,057,463.87	876,066.87	22	1,896,033.76
Fund 6	Fund 640 - New Zoo Totals	\$1,018,006.00	(\$10,000.00)	\$1,008,006.00	\$103,750.64	(\$1,163.26)	(\$121,813.63)	\$1,130,982.89		(\$158,022.09)
	i			1						
	Grand Totals	00 002 650 6	00 000 01	30,000,00	267.651.55	.00	935.650.24	2,007,049.76	32	1,738,011.67
	EXPENSE TOTALS	1.914.694.00	20,000,00	1,934,694,00	163,900.91	1,163.26	1,057,463.87	876,066.87	52	1,896,033.76
	Grand Totals	144	(\$10,000.00)	(\$1,924,694.00)	\$103,750.64	(\$1,163.26)	(\$121,813.63)	\$1,130,982.89		(\$158,022.09)



Gift Shop, Mayan and Admissions Revenue August 2011

Temp/W	84,2	78,3	80,1	81,1	77,1	78,1	76,1	80,1,2	70,2			69,2	67,2		78,1			70,1	76,1,2	76,1	73,1,3	67,1	71,1,2	81,1	79,1	72,1				70,1	71,2		
Attend.	899	162	2333	1170	1106	1951	1629	1279	1224	2933	1753	1268	1297	2791	1314	1520	1920	1400	1440	2592	2366	1210	753	1872	1507	1303	2480	2126	1118	1000	1076	48,792	
Special Event	101.00	175.00	291.00	41.00	50.00	384.00	ŧ	ı	1	2.00	J	j		1	-				1		20.00	1	1	t	1	-	-	-	531.00	1	-	\$ 1,625.00	-
Misc	3.79	1.90	22.75	17.06	1.90	18.96	9.24	13.27	13.27	11.37	9.48	17.06	5.69	20.85	11.37	15.17	9.48	11.37	11.37	18.96	9.48	11.37	9.48	5.69	9.48	7.58	18.96	5.69	9.48	7.58	3.79	\$ 342.89	
Cons. Fund	1	3.00	-	1	13.00	-	6.00	160.00	8.00	17.25	١	ı	40.00	23.00	5.00	í	5.00	1	19.50	96.00	1	ı	•	21.00	1.50	3.00	2.00	1	ſ	1	-	\$ 423.25	
Donation	50.00	109.70	6.65	,	1	3.00	ı	75.00		1	1	ı	ı	1	-	ı	303.26	ı.	1	-	ı	1	1	1	-		1	-	1	1	-	\$ 547.61	
II Adopt/zoor	4.00	31.00	64.00	190.00	25.00	16.00	32.00	152.00	1	10.00	150.00	ı	9:00	10.00	10.00	150.00	00.9	,	1	208.00	10.00	1	30.00	ı	1	1	12.00	16.00	t	1	1	\$ 1,132.00	
Zoo Pass	688.00	310.00	403.00	448.00	200.00	256.00	313.00	464.00	254.00	315.00	241.00	64.00	64.00	446.00	00.689	930.00	172.00	192.00	369.00	251.00	256.00	621.00	251.00	128.00	118.00	ŧ	128.00	128.00	551.00	128.00	423.00	\$ 10,101.00	
Vending	69'506	167.77	2,229.00	1,150.47	2,152.14	1,665.40	1,208.34	1,224.48	906.42	4,191.72	1,278.92	1,371.25	1,799.58	2,374.24	1,213.27	1,250.24	2,140.50	1,182.94	1,287.73	3,270.86	2,319.76	1,192.56	568.29	1,804.99	1,349.86	1,169.40	2,954.44	1,738.37	928.91	955.45	932.23	\$ 48,885.22	
Admissions	2,672.00	597.00	4,205.00	3,524.00	3,452.00	6,648.00	5,419.00	4,307.00	4,647.00	5,781.20	5,175.00	4,294.00	4,169.00	9,029.00	4,186.75	4,606.00	3,204.00	4,313.00	4,368.50	7,450.50	7,799.00	4,003.75	2,202.00	3,201.00	4,488.00	4,251.00	8,074.75	7,173.75	3,353.00	2,937.00	2,425.20	\$ 141,956.40	
Concessions	954.49	190.61	2,368.20	1,584.66	1,396.14	2,808.65	1,873.56	1,982.86	1,826.82	2,472.75	2,094.20	1,624.57	1,505.41	3,636.88	1,530.16	1,714.15	1,821.00	1,840.27	1,912.06	2,697.63	2,817.62	1,580.80	972.31	1,725.64	1,807.94	1,859.26	2,292.51	2,431.73	1,942.91	1,252.97	1,241.96	\$ 57,760.72	•
-	1,193.43	280.39	1,790.64	1,687.59	1,419.61	1,846.64	1,916.62	1,953.21	1,436.95	1,976.29	1,849.74	1,541.85	1,626.93	2,163.97	1,363.41	1,501.85	1,468.28	2,110.35	1,560.08	2,843.18	1,945.87	1,328.08	1,017.78	1,545.24	1,752.53	1,583.15	2,477.71	1,631.93	1,191.18	1,245.13	1,002.72	\$ 50,252.33	
Date	1	2	3	4	5	9	7	8	6	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Total	

Weather Ke 1 = Sunny 2 = Overcast 3 = Rain

4 = Snow

Total Attendence

48792

17)

NEW ZOO GIFT SHOP, MAYAN ZOO PASS REVENUE

	<u>.</u>	:	2011 REI	PORT	2009	2010	2011
Paws & Claws			2009, 201	0, 2011	PER	PER	PER
Gift Shop	2009	2010	2011	(-)/(+)	CAP	CAP	CAP
January	\$ 830.17	\$ 1,100.43	\$ 850.64	\$ (249.79)	\$1.03	\$ 1.32	1.44
February	\$ 2,830.32	\$ 1,733.75	\$ 1,813.73	\$ 79.98	\$1.12	\$1.05	1.46
March	\$ 5,913.59	\$ 10,694.13	\$ 4,436.34	\$ (6,257.79)	\$0.87	\$ 0.91	1.08
April	\$ 15,107.46	\$ 25,606.74	\$ 12,644.60	\$ (12,962.14)	\$0.67	\$ 0.87	0.75
May	\$ 36,771.02	\$ 41,462.02	\$ 36,626.74	\$ (4,835.28)	\$0.87	\$ 1.09	1.05
June	\$44,494.48	\$45,906.57	\$44,855.32	\$ (1,051.25)	\$0.83	\$ 1.10	1.04
July	\$ 49,436.74	\$ 44,312.40	\$ 46,882.07	\$ 2,569.67	\$0.89	\$ 1.13	1.17
August	\$ 41,274.65	\$ 48,932.87	\$ 50,252.33	\$ 1,319.46	\$0.98	\$ 1.16	1.03
September	\$ 16,858.13	\$ 16,193.99	`		\$0.78	\$ 0.90	1 14
October	\$ 13,326.57	\$ 17,078.70			\$0.94	\$ 0.61	
November	\$ 4,147.86	\$ 2,444.98			\$0.69	\$ 0.97	
December	\$1,708.66	\$1,847.89			\$1.32	\$ 1.46	
TOTAL	\$ 232,699.65	\$ 257,314.47	\$ 198,361.77	\$ (21,387.14)	\$ 0.92	\$ 1.05	\$ 1.13

		:	l.		2009	2010	2011
Mayan	:				PER	PER	PER
Taste of Tropic	2009	2010	2011	(+)/(+)	CAP	CAP	CAP
January	\$ 589.33	\$ 1,702.25	\$ 974.96	\$ (727.29)	\$0.73	\$2.04	\$1.65
February	\$ 1,773.79	\$ 2,542.97	/\$ 1,677.23	\$ (865.74)	\$0.70	\$1.54	\$1.35
March	\$ 4,509.88	\$ 13,071.01	\$ 4,831.74	\$ (8,239.27)	\$0.66	\$1.11	\$1.18
April	\$ 13,320.22	\$ 22,461.64	\$ 13,908.56	\$ (8,553.08)	\$0.59	\$0.77	\$0.83
May	\$ 32,991.35	\$ 40,170.65	\$ 33,326.69	\$ (6,843.96)	\$0.78	\$1.06	\$0.96
June	- \$38,201.67	\$44,864.86	\$47,807.81	\$ 2,942.95	\$0.71	\$1.08	\$1.10
July	\$ 44,643.82	\$ 48,815.59	\$ 52,190.85	\$ 3,375.26	\$0.79	\$1.25	\$1.30
August	\$ 41,662.95	\$ 52,917.17	\$ 57,760.72	\$ 4,843.55	\$0.99	\$1.25	\$1.18
September	\$ 16,925.85	\$ 19,543.36		·	\$0.78	\$1.09	
October :	\$ 12,192.65	\$ 22,334.07			\$0.86	\$0.80	
November	\$ 4,135.12	\$ 2,874.40	4		\$0.69	\$1.12	
December	\$ 1,960.99	\$ 1,797.83			\$1.52	\$1.42	
TOTAL	\$ 212,907.62	\$ 273,095.80	\$ 212,478.56	\$ (14,067.58)	\$0.82	\$ 1.21	\$1.19

ZOO PASS					•	•	
MONTH	2009	2010	2011	(-)/(+)	NEW	RENEWAL	TOTAL
January	\$ 1,827.00	\$2,317.00	\$1,385.00	\$ (932.00)	7	17	24.
February	\$ 3,977.00	\$ 3,177.00	\$ 2,485.00	\$ (692.00)	14	27	41
March	\$ 12,073.00	\$17,882.00	\$8,042.00	\$ (9,840.00)	40 `	87 ⁻	127
April	\$ 20,447.00	\$ 24,530.00	\$ 21,614.00	\$ (2,916.00)	130	213	343
Мау	\$ 32,600.00	\$ 28,047.00	\$ 24,232.00	\$ (3,815.00)	117	271	388
June	\$23,237.00	\$25,770.00	\$20,412.00	\$ (5,358.00)	84	238	322
July	\$ 20,025.00	\$ 18,033.00	\$ 12,127.00	\$ (5,906.00)	36	157	193
August	\$ 12,308.00	\$ 14,188.00	\$ 10,101.00	\$ (4,087.00)			
September	\$ 7,278.00	\$ 6,816.00					
October	\$ < 2,739.00	\$ 5,581.00					
November	\$ 3,944.00	\$ 4,494.00					
December	\$ 8,273.00	\$ 8,660.00					
TOTAL	\$ 148,728.00	\$ 159,495.00	\$ 100,398.00	\$ (33,546.00)	428 ·	1010	1438

NEW ZOO ADMISSIONS REVENUE ATTENDANCE 2011 REPORT 2009, 2010, 2011

ATTENDANCE

MONTH	2009	2010	2011
January	806	834	592
February	2,524	1,649	1,240
March	6,941	11,754	4,112
April	22,456	29,292	16,835
May	42,282	020'88	34,741
June	53,597	41,647	43,321
July	56,199	39,142	40,042
August	42,035	42,345	48,792
September	21,738	17,938	
October	14,165	27,836	
November -	6,020	2,571	
December	1,292	1,266	
TOTAL	270,055	254.344	189,675

ADMISSION & DONATIONS

	2009		2010		2014			2009	2010	2011
		DONATION		DONATION		DONATION		PER	PER	PER
	ADMISSIONS	BIN	ADMISSIONS	BIN	ADMISSIONS	BIN	(+)/(-)	CAP	CAP	CAP
MONTH										
January	1,773.00	1,042.55	1,532.00	590.80	1,239.00	389.55	(293.00)	\$3.49	\$1.84	\$2.09
February	5,824.00	600.36	3,714.10	41.00	2,506.00	429.78	(1208.10)	\$2.31	\$2.24	\$2,02
March	15,750.25	281.06	27,371,74	184.00	9,465.00	83.95	(17906.74)	\$2.31	\$2.33	\$2.30
April	39,286.50	718.31	57,448.67	931.97	33,618.40		(23830.27)	\$1.75	\$1.96	\$2.00
May	123,197.16	755.50	118,802.99	427.56	100,768.40	515.18	(18034.59)	\$2.91	\$3.12	\$2.90
June	117,308.93	845.03	112,869.92	385.04	122,512.42	526.74	9642.50	\$2.19	\$2.71	\$2.83
July	151,684.20	1,337.71	115,654.19	483.99	123,122.83	616.58	7468:64	\$2.70	\$2.95	\$3.07
August	123,188.80	1,302.09	129,290.88	476.65	141,956.40	547.61	12665.52	\$2.93	\$3.05	\$2.91
September	64,341.99	968.33	50,826.50	657.88				\$2.96	\$2.83	
October	12,455.25	128.60	30,099.13	131.50				\$0.88	\$1.08	
November	14,183.50	5 519.69	6,103.00	251,00	41.1			\$2.36	\$2.42	
December	3,449.00	2,859.00	3,380.28	1,552.00				\$2.67	\$2.67	
TOTAL	\$672,442.58	\$11,358.23	\$657,093.40	\$6,113.39	\$535,188.45	\$3,109.39	(31496.04)	\$2.46	\$2.43	\$2.52



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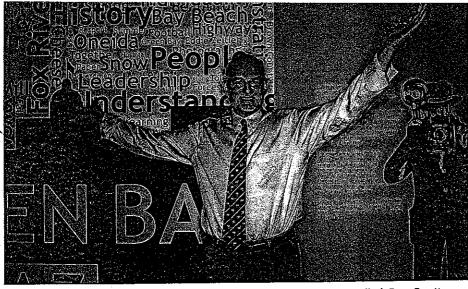
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vas excellent at ked extremely terrific managr and relationand overall lients loved was one probsed frumpy. s were too long. almost be ou couldn't see his shoes," re-: What you them wasn't They were ter-

were so old. z balls on the ie was too

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Rolf Johnson is executive director at the Neville Public Museum of Brown County. Evan Siegle/Press-Gazette

Museum taking care of business

Johnson: 'Not-for-profit' doesn't mean 'for loss'

the Green Bay Press-Gazette talks with members of the business community in its Monday conversation feature.

Rolf Johnson, executive director of the Neville Public Museum of Brown County, talks about the business, reaching out to the area business community and incorporating the area's maritime history into the museum.

From a business standpoint, how has the world of museum administration/operation changed in the last few years? What are you doing differently today in terms of attracting visitors and finding funding sources than a decade ago?

The first important A.change has to do with recognizing that museums are, and must be managed as, businesses. Even those that are run by not-for-profit foundations have recognized that "not-for-profit" doesn't mean "forloss." Consequently, we have become much more cognizant that good business practices from the



Johnson looks over the history collection in collections storage Friday at the Neville Public Museum of Brown County.

private sector can translate to good business practices in the museum industry.

We are also visitor attractions, which means we're in competition for people's leisure time and their "discretionary" income. So again, the application of sound business principals - understanding your audiences, having a great product and having a more entre preneurial spirit - only makes the job of financially sustaining ourselves easier.

Earned revenue has also become a more important source for funding for us, which means we have to be much more creative in developing these revenue

It's also important to point out that we are mission-driven organizations, and in the search for expanded audiences and funding, must guard against becoming watered-down versions of Disneyland.

Our scholarly and creative work, and the value we bring to the community, is based on some very serious propositions, including the fact that we are a repository and interpreter for

"WISCONSIN" JOHNSON

» Title: Executive director

» Business name: The Neville Public Museum of **Brown County**

» Location: 210 Museum Place, Green Bay

» Hours: 9 a.m.-5 p.m. Monday, Tuesday, Thursday, Friday; 9 a.m.- 8 p.m. Wednesday; and noon-5 p.m. Sunday

» Museum contact information: (920) 448-7840

» Website: www.neville publicmuseum.org

- the material culture, history and scientific knowledge of our region.

We are also involved in outcomes-based educational programming, both for schoolchildren and their teachers and for adults and lifelong learners.

Finally, we're a cultural center for community dialogue, exchange and exploration, which means that we have the capacity to address many constituencies and community needs which must translate into

» See Business, A-10

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BUSINESS BRIEFCASE

Employment anniversaries

Jane LeFevre, St. Vincent

Hospital. 40 years

Lorenzoni, Kenneth Sann, Sherri VanDeLaarschot, St. Vincent Hospital; Nichole Frisch, Mardi Kaczrouske, Linda Koehler, Sarah Patrickus, Paula Pierce, St. Mary's Hospital Medical Center; Francisco Pedroza,

sexual assault nurse examiner. » John Rathke of Mead &

Hunt, Green Bay, was elected volunteer director of American Council of Engineering Companies of Wisconsin. 'Matt Richards, Madison; Dave Brose,

source development coordinator. Moe is serving the final year of this three-year federally funded position.

» Ben Turner has been named managing director of Heartland

Business/Neville hopes to better | Study spotlight capitalize on waterfront location

» From A-9

increasing our audience base.

You recently spoke to the Broadway Business Improvement District about the potential of working with local businesses to benefit both the business community and the museum; can you talk a little about the kinds of working relationships you may have in mind?

I'm certainly looking A beyond the rather traditional way in which business and museums have interacted: Please sponsor our exhibit/program/curatorial research, and we'll put your logo on our donor board. I'm referring to a much more robust and impactful type of collabora-

One example which I'm proud of dealt with actively involving maritime-based industries in Virginia with an educational program that exposed eighth-grade students to career opportunities in the port, in part by getting them out on the water, as well as exposing them to professional "role models" and a path for the classes they'd need to take in high school and college to get one of the many STEM-based jobs we profiled.

We can do similar work force-development programs with our business partners here, as well as being able to highlight the links between culture, community and the local econo-

How far beyond the borders of Brown County would you like to project the Neville Museum? Are there new - or under-tapped — markets you have in mind?

We are, and should be A positioning ourselves as, a regional

"In exhibit and program development, it all begins with the story, and many of the stories we want to tell connect us to the water."

Rolf Johnson, executive director at the Neville Public Museum of Brown County

museum.

There is also no reason we can't ultimately play on a national and, dare I say, an international stage.

To do this, we must identify the things (exhibits, programs, research) that are unique to the Neville things that we can do better than any other museum and that differentiate us from the pack. This not only goes back to the Neville's brand and identity, but also to the very community we call home by complementing the efforts already under way to expand the "Better by the Bay" set of initiatives.

I'm also intrigued with the opportunity to strengthen the connection between art, history and science that now exists as part of our mission and which can engage new, diverse audiences.

You come from a O.background of running a maritime museum in Virginia and have formed a partnership with the Brown County Harbor Commission. How do you see the port and the area's history of waterborne commerce/transportation factoring into the future of the Neville Museum?

Like the educational A.port program mentioned above, we need to better capitalize on our waterfront location in the design and development of future exhibits and programs, many of which would involve the port, port businesses and our collective maritime heritage.

In exhibit and program

Center for Wound Care & Hy-

» Mark Danielski, former

perbaric Medicine, all of St. Vin-

development, it all begins with the story, and many of the stories we want to tell connect us to the water.

It's one of our community's defining characteris-

Realizing you're only four months into the job, what would you like to leave behind when your tenure at the museum is finished?

It would make me smile if I am able to successfully grow the institution in terms of both size and the concomitant impact we have on our community, as well as strengthening the public/private partnership between Brown County and the Neville Public Museum Foundation.

One of my favorite quotes is from the 19th century architect Daniel Burnham: "Make no small plans ... they have no magic to stir men's blood!"

The plans we will be presenting over the next one to two years will, I hope, stir both men's and * women's blood, as we strive to have a positive impact on the individual and collective lives of citizens here and throughout the re-

The fact that we will be celebrating our 100th birthday in 2015 is a wonderful catalyst in this regard. It's a cliché, I know, but I really hope to leave this magnificent museum better off, and better able to sustain itself and its mission, than when I arrived.

--- Compiled by Nathan Phelps/Press

health care ref

By Todd Richmond

MADISON - The federal health care overhaul signed into law last year will drastically cut the number of uninsured Wisconsin residents by 2016, but will drive up premi-ums for some customers and could cause some companies to drop coverage for their employees, a re-port released Wednesday found.

Former Democratic Gov. Jim Doyle's administration hired Massachusetts-based Gorman Actuarial LLC and Massachusetts Institute of Technology economist Jonathan Gruber last year to study the effects of health care reform on Wisconsin markets. The state used federal planning grants to pay for the report.

According to the study, provisions tha the changes will result in a

65 percent deci number of unit ple in the st 520,000 now 180,000 by 2016

The report at drop to mandat ple purchase h ance and tax cr set the cost of and make insu affordable. Th are among key the overhaul lenged in co mandates are only about 62 would gain co report projecte

About 90 per viduals withou sponsored or r ance will see i creases averag cent, the stud The increase: largely due t people moving dividual mar coverage for

BUSINESS AGENDA

Tuesday

Green Bay Area Retired Men's Club: 8:30 a.m. social, 9:30-10:30 a.m. program, Brown County Central Library, 515 Pine St., auditorium (lower level), Green Bay. Speaker: Rolf Johnson, Neville Public Museum. (920) 434-4925.

Thursday

Bay Area Business Referral Network: 7-8 a.m. Thursdays, Denny's Restaurant, 2894 S. Oneida St., Ashwaubenon. Weekly meetings to generate quality business referrals. Tim Kruse, (920) 491-9582.

Sept. 7

Forum to discuss mental health and the effects of sports-related head injuries on mental wellbeing: 7-9 p.m., Lambeau Field, Legends Club Room, 1265 Lombardi Ave., Green Bay. (Fourthfloor atrium; enter at Miller Lite gate.) Sponsored by The Satcher Health Leadership Institute, Public invited, especially youth and student athletes and parents, mental health providers, sports

coaches, athletic ti erees, school teach selors, physical the ter online at http:

Sept. 14

Business After Ho Cleaning: 5-6:30 p Cleaning, 1231 S. Green Bay, Learn tory of the indust: state-of-the-art ec d'oeuvres and ref for Chamber of Co bers, \$30 prospect (920) 437-8704 or www.titletown.or

Sept. 14-16 "Building Financia Where Do We Go Ramada Inn & Co ter. Stevens Point. tives from seven s for the North Cer of Resource Const velopment Counc Conference. Topic goal-setting, usin



» From A-9

» Lisa Dunbar, senior client service manager, has joined Principal Financial Group.

» Randall Kinas II, quality assurance tech, Kendall Harvey and Bryan Kinjerski, inspector packagers, have joined N.E.W. Plastics, Luxemburg.

Retirements

» J. Michael Dolibois, board-certified orthopedic surgeon, and Chique Tousey-Tabar, radiog-



practice, has returned to Batley CPA as manager of the Appleton office. Wade Hanson, Green Bay office

cent Hospital.

owner of the

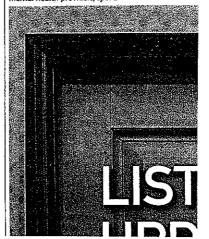
Promotions

Danielski manager, and Jeff Schommer, Neenah office manager, have been promoted and have taken an ownership

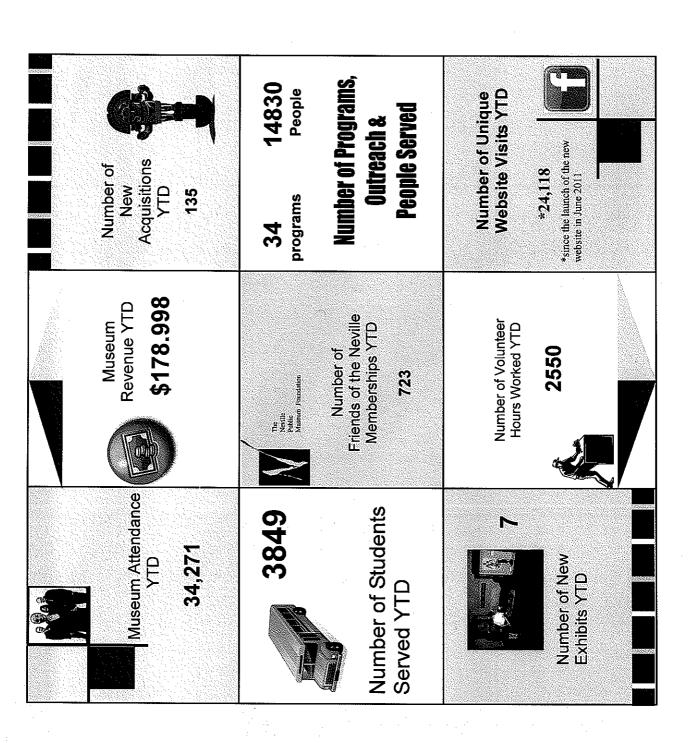
Stadtmueller, manager, client services; Melissa Pezzuto and Pam Themar, assistant manager; Ryan Kuchta and Amy Kozloski, assistant manager serving Employee Stock Ownership Plan clients; Sandy Welhouse, client service manager serving **Employee Stock Ownership** Plan clients; Tracy Hencley, client transition manager serving Employee Stock Ownership Plan clients; and Stacy Huetti. senior client service associate serving Employee Stock Owner ship Plan clients.

Certification

» Becky Bradl, accountant at Haudine Ath Rantia & Compa



Neville Public Museum Dashboard 2011





Accredited by the American Association of Museums

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DATE: September 1, 2011

TO: See Attached

RE: YOUR PRESENCE IS REQUESTED!

On behalf of the Neville Public Museum and The Business News, we'd like to invite you to join us and a few of your colleagues and friends for a presentation and discussion about the future of the Neville Public Museum in general, and the upcoming "Moneyville" interactive economics exhibit specifically.

What: A gathering of financial institution colleagues to discuss the upcoming "Moneyville" exhibit and future collaborative plans at the Neville Public Museum.

When: Thursday, September 15th from 7:30 to 9 A.M.

Where: The Neville Public Museum, 210 Museum Pl. Green Bay, WI 54303

Please make plans to join us on September 15th. We believe that there are some wonderful opportunities for collaboration on this exciting and timely exhibit, as well as on other Museum plans moving forward. We hope to see you at this breakfast event.

Please RSVP by Monday, September 12th to:

rosera kh@co.brown.wi.us or call Kathy at (920) 448-7847.

Sincerely,

Rolf Johnson Executive Director Neville Public Museum (920) 448-7843

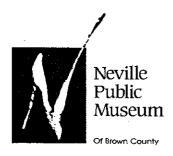
Jerry Mader Publisher The Business News (920) 884-6397

Neville Public Museum Foundation Board of Directors

Board Profile Grid

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FOR IMMEDIATE RELEASE:

Green Bay, WI--August 8, 2011-



The tragic events of 9/11 took place 10 years ago this September. Many of us recall images of the planes flying into the World Trade Center and the tragic loss of thousands of innocent lives on that day in New York, Pennsylvania, and Washington DC. Green Bay, Wisconsin resident Tony Rajer happened to be in New York City working during those events. He was a first responder and spent two weeks at Ground Zero with Red Cross and FEMA. Mayor Giuliani thanked him for his efforts in writing. Tony has agreed to share with us his first hand experiences at Ground Zero in an illustrated talk that tells the story of the World Trade Center, the 9/11 event and the current plans for development of the site from a personal point of view. We invite the public to this lively and memorable talk about a day in our history that will live

forever and to honor those who gave their lives, the victims as well as the fire and policemen who died on that day for our freedom. Please join us for this community based event sponsored by the Neville Public Museum of Brown County in collaboration with the Green Bay and DePere Antiquarian Society.

This program is free with paid Museum Admission

When: Saturday, September 3, 2011 at 2 PM Where: Neville Public Museum Theater

For more information, contact Rolf Johnson at (920) 448-7843 or email <u>Johnson re@co.brown.wi.us</u>

Neville Public Museum of Brown County 210 Museum Place Green Bay, WI 54303 (920) 448-7847 www.nevillepublicmuseum.org (Pre-release Copy: not for re-distribution)



100 Days

An Assessment of the Neville Public Museum Today
With a
Proposed Framework for a Five Year Action Plan

Presented by Rolf E. Johnson, Museum Director August 26, 2011

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100 Davs

An Assessment of the Neville Public Museum Today With a

Proposed Framework for a Five Year Action Plan

Executive Summary

This "100 day review" of the Neville Public Museum is intended to provide a framework-for-action in order to 1) improve and sustain current operations and 2) position the museum for future growth in response to public needs and interests while concomitantly building stronger and more diverse community support for the museum's mission and value as a community asset.

As an important keystone institution for the region, the Neville is "too big to fail." The negative economic, social and educational impacts on the community, should the museum not be able to sustain its activities, can be quantitatively and qualitatively demonstrated. Consequently, renewed effort to sustain and grow the museum is required, as is associated improvement in the Neville's core products and services. The museum also has to become more than a "physical place," i.e. we have to creatively move beyond the walls of our building and out into the community.

Current financial and human resources are not adequate for an operation the size of the Neville. The fiscal realities of the County, currently the museum's primary financial backer, have become enmeshed in the economic change (i.e. downturn) occurring nationwide. Therefore, creative new funding mechanisms need to be developed, including renewed and more creative efforts on the part of the Neville Public Museum Foundation. The upcoming centennial anniversary of the museum in 2015 will play an important part in these combined efforts, with a potential focus being the development of new exhibits and a capital campaign to expand and improve our current building and waterfront campus.

High Order Recommendations

- Re-define and strengthen the public/private partnership between the County and Foundation
- Clarify the museum's mission and brand and re-articulate a vision for the future of the museum
- Clarify and codify our pan-institutional goals and the numerous community needs we are addressing
- Create unified Strategic and Marketing plans which include a new public value proposition as well as more entrepreneurial approaches to earned revenue and long-term sustainability
- Become more internally purposeful and aligned with the work we do to support and fulfill our mission
- Move to a more collaborative partnership model for the museum's work within the community
- Place greater emphasis on the visitor experience and customer service in alignment with our mission
- Strategically leverage the museum's upcoming centennial in 2015
- Embrace and better utilize the museum's downtown riverfront location
- Prepare for and launch a post-2015 Capital Campaign for expansion of the museum's physical plant and programs

An Assessment of the Neville Public Museum Today With a

Proposed Framework for a Five Year Action Plan

Introduction

It is almost a cliche' to announce - and then produce - a report that summarizes the assessment of a new incumbent in any position of authority and/or responsibility. However, these exercises can provide a useful starting point for engaging in any pan-institutional change that may be required, based on available data and objective analysis from this period of "first impressions." What follows is a set of professional and personal observations I've made based on my first 100 days as Director of the Neville Public Museum. This report is written in the first person. The pronoun "I" is used with deliberate intent.

This review is meant to be a candid appraisal and I have also endeavored to be constructive in my comments, in part because the museum has been in a state of decline (as measured by various criteria defined below) for the last 6+ years. Framing this assessment are two underlying questions: What can be learned about the museum and its operations after only 100 days "on-the-job?" How can this initial assessment be applied to guiding the changes which will be occurring as the institution moves forward?

There is a time-sensitive element to assessing the state of the museum today, because County tax levy funding is diminishing at exactly the time when a major investment in the museum is, in my estimation, required. But this investment transcends pure dollars and cents: it must also be an investment in intellectual capital, human resources, creativity, sustainable business practices and mission-supporting entrepreneurial ideas.

I have viewed this exercise through multiple lenses: first, the accumulation of 33 years' worth of experiences working in the museum industry; second, the knowledge I gained and learned from being a museum consultant, travelling to other institutions around the world; and third, the insights I've begun to gain from direct observation of the Neville's operations as well as the generous insights and opinions provided to me in my conversations and interactions with various museum stakeholders.

I have also had the opportunity to read various reports and studies that are germane to this current assessment. These include the work done by my immediate predecessors, who collectively recognized the challenging conditions under which the Neville has been functioning. Much of this information is still relevant today.

The following list is representative of the documents and studies that have helped me understand where the museum has "come from," as well as giving me a sense of where my predecessors hoped the museum would one day be.

1988: The Five Year Plan for the Neville Public Museum

1991: Neville Public Museum Collections Policy (revised)

1996: Schematic Design Report (Capital Expansion Plan): J. Hillberry & Associates

2002: Neville Public Museum of Brown County - Brown County Residents Survey Results

2002: Neville Public Museum of Brown County - Teacher Survey Results

2002: Neville Public Museum of Brown County - Museum Member Survey Results

2002: De-accessioning of Collections (County memorandum)

2006: Neville Public Museum Strategic Plan (2005 to 2010)

2009: Neville Public Museum Marketing Plan - 2009 to 2012

2010: The Economic Impact of Expenditures by Travelers on Brown County

2011: Non-Profits and the Economy in Northeastern Wisconsin

2011: "Better by the Bay" Strategic Marketing Plan: GBCVB

Elements from the above reports and studies will be referenced in this report where appropriate. As we look to the recent past, the present and now, to an unknown future, one thing remains true: it all begins with a story.

Prolog

As far as North American museums go, the Neville Public Museum has been around for a long time. Founded in 1915 by members of the Green Bay Art Club, the institution's history is nothing if not a reflection of the communities surrounding Green Bay, and the many women and men who decided it was time to found a place where local art and history could be displayed and wondered at. Like many museums founded in the late 19th and early 20th centuries, the Neville's founders saw not only a need to celebrate the rich cultural history of our region, but also desired to "bring the world" to Green Bay by displaying scholarly exhibitions of artifacts and curios and by offering educational programming to the general public. Reviewing this past is as enlightening as it is entertaining. One thing has stayed relatively constant over the years: the general public, even those who rarely visit or only have childhood memories to return to, loves "their museum."

In the intervening years since its founding*, the Neville has seen its share of changes as the institution and its collections have grown to become one of the largest museums in the state of Wisconsin. The Neville is also highly regarded as an accredited museum, which is a testament to its stature as a professionally run institution meeting the highest industry standards as defined by the American Association of Museums (AAM). Managed for decades by the City of Green Bay, governance was transferred to Brown County in 1981/1982. Supporting the County in these efforts is a not-for-profit corporation, the Neville Public Museum Foundation, Inc.

Now, housed in a relatively new building, with collections, exhibits and educational programs covering subject matter in the broad arenas of art, history and science, the Neville is approaching its 100th birthday as an institution in-transition. For a number of reasons, the Neville has experienced very difficult times over the last decade. Consequently, there is recognition on the part of all major stakeholders that the museum is at a crossroads vis-à-vis its future as a community asset and cultural resource.

The early years of this century (2002 to 2011) were not kind to the museum. Like many other not-for-profit organizations, the Neville has struggled as audiences (and their needs and interests) changed, the economy changed, the public/private partnership between Brown County and the Foundation changed, and finally the state, country and world changed in ways both revolutionary and profound. The question is; can the Neville also change in ways which will allow it to remain true to its mission but which will also allow the institution to grow, sustain itself and address the aforementioned changes in our community writ large.

(*A much more detailed history of the Neville is available at the Museum and will soon be available on-line for those who desire more information.)

The Neville Brand

Although the general public, teachers and our members hold the Neville in high regard (as documented in the public surveys conducted in 2002 as well as in information communicated to me anecdotally during my personal interactions with museum stakeholders since my arrival in early April), there is also a broad consensus that many members of the "tax-paying public" don't visit regularly and are of the opinion that it's not worth going to the Neville since "nothing has changed" at the museum for decades. Consequently, it is important to begin this assessment with a brief discussion of the Neville's "brand."

Many businesses and organizations, at some point in their evolution, look at their brand and identity in order to make sure that they are adequately addressing and reaching their intended audiences/customers. Businesses and organizations also review their brand identities to make sure that they are differentiating themselves from their competitors in an increasingly competitive, dog-eat-dog environment. Over the last two decades, museums (which are now lumped together with other "visitor attractions") have also realized that there is organizational value derived from analyzing their brand.

The Neville's brand appears not to be very well defined nor understood, based on my rather informal assessment to-date. Many people I've talked with during my first 100 days only identify, when asked, one of the three "legs" (art, history and science) that underpin our mission and program. Very few seem to understand exactly what the Neville stands for as a museum, beyond the rather superficial perception that we have exhibits, old stuff in our storage vaults and host schoolchildren on their yearly fieldtrips. Regardless, a majority (88%) of the general public surveyed in 2002 wanted to maintain tax levy support for the institution, even if they rarely visited the museum themselves. Therefore, one can reasonably assume that the "brand," though not well understood, engendered positive feelings among members of the public.

As we move forward to our upcoming centennial in 2015, it's perhaps better to begin thinking about our identity (more mission-related), as a deeper element of our brand (more marketing-related). However, it goes well beyond the scope and intent of this report to better define the Neville's identity, other than to flag this issue as a necessary element of our assessment and strategic planning work moving forward.

Governance

As a department of Brown County, the Museum is part and parcel of county-based operations and adheres to approved public policy and associated rules and regulations as dictated by this political reality. As the museum's Director, I am a direct report to the County Executive and serve at his/her pleasure. All other full-time staff is represented by the Teamsters Union.

With the transfer of ownership and management responsibilities from the City of Green Bay to Brown County in the early 1980s, a Governing Board was established to take on the "responsibility for operation of the new public museum." (It should be noted that the use of the term "new" was in reference to the building that currently houses the Neville.)

The museum's current governance structure is, to put it bluntly, rather complex, with multiple lines of reporting required by the Director (see Figure 1). As well as the Governing Board of the Museum, there is reporting required to the County Executive (as a direct report), the Education & Recreation Committee of the Board of Supervisors, the County Board of Supervisors themselves and the Board of Directors of the Neville Public Museum Foundation, Inc. Actual authority, as a measure of either financial and/or policy control, is currently the purview of Brown County, despite the content of legal documents which established the Governing Board. The private Foundation's primary role is in generating direct, monetary support for museum operations as defined by exhibit and public program development. In addition, public (and sometimes private) policy that affects the Museum is positively influenced through

All parties have recognized that redefining the museum's governance structure, based on other functional models within the museum industry, and the public/private partnership between the County and Foundation is absolutely critical for the museum to position itself for future growth and long-term sustainability. A cleaner governance model will also allow staff to better execute their professional duties in a more efficient and auditable manner. Consequently, this effort is now being given high priority as an action step over the near term.

"The aim of managerial work in the public sector is to create public value, just as the aim of managerial work in the private sector is to create private value."

Mark H. Moore, Creating Public Value

Initial Assessment by Museum Function

The County

The County Board of Supervisors

As a department of Brown County, oversight and authority is in the purview of the County Executive and the Brown County Board of Supervisors. Over the last few years, the direct financial support for the museum – derived from tax levy funding – has decreased on an annual basis, having a profound, negative impact on operations and personnel. This is due in part to the financial stress being put on the County for delivering "mandated" services now that the economy is in a downturn, as well as a lack, one may assume, of more active political support for the museum itself.

Members of the County Board, needing to balance community needs and mandates with limited budgets, have had to make what are undoubtedly difficult decisions regarding the use of inadequate tax levy funds. Regardless of the reasons or rationales, the Board has overseen a steady series of cuts to the museum's staffing levels and operating budget, with obvious effects.

It is also true that the museum has perhaps been its own worst enemy in this regard, since a coherent and defensible argument for the value and services that the museum brings to the community seems not to have been made. I am optimistic, however, that this decline in support can be turned around, and the individual Board members who I've had the pleasure to begin working with are, like the general public interviewed in the aforementioned survey reports, anxious to see the museum succeed.

Director's note: I will be reaching out to each and every supervisor to ask for help with our upcoming centennial celebration: a time when I want them to help us tell the story, through their eyes and the eyes of their constituents, of Brown County.

The Education & Recreation (Ed & Rec) Committee of the Board of Supervisors

The Museum is one of the Departments aligned with, and reporting to, the Education & Recreation Committee of the Board of Supervisors. This assemblage of County Departments includes the Museum, Library, Zoo, Parks and Golf Courses as well as the Resch Center, Arena and Shopko Hall. This grouping has a certain underlying logic to it in that these Departments all fall under the general category of "quality-of-life" or amenity institutions, although a case can and must be made that the value we collectively provide to the community transcends this rather limiting designation and implied definition of value.

The Ed & Rec Committee oversees and vets information flow from the individual department heads (e.g. the Museum Director) and the full Board of Supervisors. As indicated in the minutes from my first few Committee meetings, I have begun to "break the mold" vis-à-vis the reporting and interactions which occur with this Committee. To date, committee members have embraced the suggestions I have proffered, as well as acknowledging the fiscal challenges that now face the Museum. The current Chair of this important Committee has made himself available to me for direct consultations and has freely offered advice and guidance.

I believe that, to a member, the Supervisors on this committee are willing to re-dedicate themselves to helping the museum stabilize and subsequently grow. The obvious caveat notwithstanding (there's going to be a limit on tax levy support for the foreseeable future), I feel that the relationship between these committee members and the museum will both improve and translate into broader political support among the full Board of Supervisors. For example, I am

re-tooling the way information and germane metrics are provided to the Committee, so that they can increase their understanding of museum operations and our measures of success.

One of the positive first steps taken by the Committee was to host, along with members of the Foundation and Governing Boards, a first community listening session. This public event, held at the Museum, was intended to launch a series of community conversations in order to obtain information from the general public regarding their impressions of, and interests in the Museum.

Director's note: I will be setting the schedule and locations for the next series of four (4) community listening sessions to be held before the end of this year.

The County Executive

A new County Executive was elected in April of this year. With a strong business background as the owner of successful commercial enterprises, the new Executive has placed a premium on developing an entrepreneurial approach to sustaining the museum's operations, as well as directing that allied departments (see pan-Departmental Interactions, below) explore ways in which economies-of-scale and collaborative work can be developed. This includes potential shared responsibilities among and between staff in various departments.

There is also a directive coming from the Executive's office to be as fiscally conservative as possible so that overall tax levy support for the Museum could be reduced for FY 2012. Since there's not much we can do to cut further, this has demanded that projections for the revenue side of the equation be increased. The Executive has also been very supportive given the challenging fiscal environment within which he must now operate, and has put his faith in the museum's ability to generate more of the revenue it needs as an offset to diminishing tax levy support. This certainly puts additional pressure on museum staff and, concomitantly, on the Neville Public Museum Foundation, and only reinforces the need to redefine the public/private partnership so that fundraising and earned revenue generation can be engaged in to the greatest effect.

Director's note: I will continue to work on longer-term, strategic issues as well as conduct scenario planning with the Executive and senior leadership in Brown County so that a shared vision, reflective of community input, emerges for the museum's direction and future.

Pan-Departmental Interactions

The Museum, as noted above, is one of the Departments aligned with and reporting to the Education & Recreation Committee of the Board of Supervisors. Consequently, there are already pan-departmental opportunities to collaborate together with these sister institutions within the County. I have embraced this set of opportunities and am overtly reaching out to my colleagues with both a new, collaborative spirit and an eye toward entrepreneurial prospects for raising financial support, as well as developing shared, mission-focused programming.

One of the initiatives that had recently begun prior to my appointment at the Neville was the formation of "County Cluster Groups," an idea that I was in fact familiar with in my work at the National Maritime Center in Norfolk VA. These cluster groups also hold great promise for the generation of new ideas and initiatives between our departments.

Beyond the logical partnerships between other ED & Rec Departments, there are additional collaborative efforts with other County Departments that I have already begun developing. For example, I have reached out to the Harbor Commission and Port of Green Bay to begin exploring a robust collaborative effort with the goal of helping the Port "tell its story" while programmatically strengthening our community's understanding of our collective maritime heritage; yet another example of a service the Neville can provide to the County and to the public.

Budget

The budget at the Museum has been significantly and regularly cut over the last six to seven years. The current (FY2011) budget is not a reflection of any detailed analysis of museum operations or P&L statements but rather is a reaction to the fiscal challenges continuing to face the County (as well as other municipal and state governments) vis-à-vis the conflict between maintaining services without increasing taxes. This tension, and the resulting budget cuts at the Neville, has had a dramatic and negative impact on the museum vis-à-vis loss of key personnel and loss of adequate funds for operations.

The potential for the Museum to offer services which it can cross-charge for is well worth pursuing. This includes helping other departments that need to "market" themselves (e.g. the Port of Green Bay, as mentioned above) by working with them to provide a portion of their marketing dollars for the museum to use in relevant exhibits and public programs. Ultimately, the museum's budget must increase if we are to grow and have the positive impact on the individual and collective lives of citizens in our community that we all, I believe, aspire to have.

Director's note: We will need to bring the County and Foundation budgets into better, overall alignment, as well as in support of action steps from a new strategic plan.

The Neville Public Museum Foundation, Inc.

As the private entity in the public/private partnership that sustains museum operations, the Neville Public Museum Foundation, Inc. (hereinafter the Foundation) plays a critical role in mission support as well as mission fulfillment. The Foundation was established in 1915 (coincident with the founding of the museum itself) and incorporated in 1921. I have worked with many boards over the years, and this particular assemblage of talent and expertise is excellent. Acknowledgment should be made to the Board's leadership for "anticipating" the fact that their collective role must expand in order for the Neville to thrive and to fulfill its mission, which all Board members embrace with full-throated support. Without this Foundation and its members, the future of the Neville would be in-doubt.

Committees

I've been very impressed with the overall caliber of the individuals serving as members on the Foundation's various committees. The respective Chairs are very committed to the success of the museum and the individual and collective skill sets of those serving on the committees are very good, in some cases excellent. This is not to say, however, that there isn't room for increasing the efficacy of the Board and its committees as 1) a functioning body that can be both strategic as well as tactical and 2) as a mechanism for long-term growth and sustainability. Members of the board have candidly acknowledged as much.

For the purposes of this report, I am only going to focus on the committees highlighted below. However, there is recognition by the Board's leadership that some of the committees (e.g. the Nominating Committee, the Exhibit Selection Committee and Hospitality Committee) need to be re-energized and begin meeting more regularly with strategic goals identified.

Development and Fundraising

By their own admission, the last few years have been mostly reactionary in focus for the Foundation's fundraising efforts. This may be due to the lack of leadership at the staff level (leadership that I am ready to provide) as well as the lack of a coherent development plan to execute. The members of this key committee, however, are incredibly strong, so it is certainly not the lack of intellectual "horsepower," creativity or experience, nor the lack of community connections that has kept this effort rather modest to-date.

For at least the last few years, fundraising efforts have been focused on the exhibit and educational program efforts of the Neville. In fact, without these funds, which have come from a variety of sources, there would be no new exhibits at the museum (the County has abrogated its responsibility in this regard) and the negative ramifications to our attendance and to membership numbers would be devastating. Recognizing this fact, I have begun a process where we can begin to get more proactive and holistic in our approach to 1) exhibit and program planning in

order to get ahead of the curve and 2) in our approach to constructing budgets for these efforts so that we can cover additional costs like marketing and administrative overhead.

We are also preparing to hire a new Director of Development & Marketing for the Foundation, which will help these critical efforts considerably, as well as giving me the experienced partner I'll need to be effective at development; a very large part of my job moving forward as the new Museum Director.

In addition, I am incredibly pleased with the creativity being brought to bear by board members vis-à-vis connecting me with the community's "movers and shakers" as well as linking the museum's programmatic efforts to the business community's interests and needs. A wonderful example is the work being done by one of our Board members (the publisher of the *Business News*); in terms of leveraging his in-kind contribution of advertising space in his bi-weekly print and on-line publications for businesses supporting the museum, in this case to support the upcoming Moneyville exhibit. Working with the board members, we have some very creative ideas being developed to leverage business partners and business support in-general, as well as the more traditional proposals to philanthropists and private and public foundations.

Director's note: Greater leadership for committee-based work will now come from the Director's office as we move forward with our new initiatives.

Earned Revenue

Earned revenue potential is woefully under-leveraged at the Neville. This includes opportunities for the County (e.g. facility rentals) as well as the Foundation. One obvious example on the Foundation side of the house has to do with the Museum Gift Shop. This is a very nice facility, but it barely breaks even most months, and the visitor per cap amounts (< \$1.00) are very low by industry-based comparables for operations of this size. The Board is aware of this reality and is committed to making changes that can better leverage this asset, including doing more programmatic links (e.g. book signings with authors) with the museum's exhibits and educational offerings. We also need to get more sophisticated with our other assets that have monetary value (e.g. the work already occurring with the sale of reproductions from our photo collections) in a way that begins to build a Neville brand for new products and services.

Director's note: look into other audiences for after-hours facility rentals, e.g. weddings.

Marketing

As indicated in numerous documents, including the final report for the 2005-2010 Strategic Plan, effective marketing has been seriously lacking at the Neville. This "weak link" in the chain has translated into low attendance numbers and the general sense (again, this is anecdotal) of people not knowing what's going on at the Museum or knowing what we're doing that's new and exciting. As referenced in the earlier discussion of the Neville's brand and identity, without effective marketing, we are faced with a difficult, uphill battle to re-position the museum as a vibrant and valuable asset to the community; one worthy of support.

It should be noted that one of our newer Board members, who owns and operates an established and very creative marketing firm (Arketype), has taken the lead to help us with this absolutely critical effort. Consequently, and in concert with staff, we have begun to develop ideas for inclusion in a new marketing plan. A very significant in-kind contribution has also been made to the Neville by this same Board member, which has already resulted in a new and much-improved website for the museum. I consider ourselves extremely fortunate as well, since this effort is an early piece of the puzzle required to better position us for the fundraising and friend-raising which will allow us to move forward.

Director's note: Alongside staff at Arketype, the Director will work toward developing a marketing campaign focused on "re-introducing" the general public to just how cool the Neville Museum is, and reasons they should be excited about our upcoming centennial celebration!

Membership

Membership, and the running of a robust membership program, are expected, core activities of most not-for-profits. Museums are no different. One of the key areas for real growth at the Neville is in museum membership. Our current membership base (@750) is terribly small for an institution of our magnitude located in a metropolitan area the size of greater Brown County. There are undoubtedly many reasons for this low number, but ultimately the responsibility for membership rests on the museum and its supporting Foundation. Leadership is excellently positioned to make great things happen here, with a very high energy individual.

Attraction, retention, development to higher giving levels are all part of any coherent membership plan. No plan now exists, and one is needed. As noted in the "policy initiatives" section of the approved fiscal 2011 county budget, a membership drive was needed then and it's needed now. Candidly, not much headway was made over the last few years. I have reinserted this as a policy initiative for FY 2012. The use of new, social media sites, new events and new membership categories (for example, I will be pushing for a "curate your own membership" concept) will be further developed as a priority for 2012.

It should be noted that this reference to increasing membership as a fiscal goal for the County actually works a bit at cross-purposes with the balancing of both county and Foundation budgets, i.e. every member gets free admission (which becomes revenue for the Foundation) which takes away direct funds coming through the gate (revenue for the County). Yet both of these seemingly mutually exclusive goals (increased financial support from museum members and increased revenue at-the-gate) are not unique to the Neville. However, this certainly reinforces the need to review and redefine the public/private partnership that the museum ultimately depends on.

The Museum Governing Board

In 1981/1982, the museum transferred responsibility for operation and administration from the City of Green Bay to Brown County, and the County thereafter established a Governing Board charged with responsibility for operation of the (new) public museum. The governing Board was given authority to operate and control the Museum, subject to overall County Board supervision, as of January 1, 1982. As noted in the enabling documents, the only exception to this control is the "voice" given to the Neville Public Museum Foundation by virtue of the funds annually raised in support of exhibit and program development.

The composition of this Board is designed to reflect an inclusive set of stakeholders: three (3) members appointed from the County Board of Supervisors, and four (4) citizens-at-large, which includes representation from the Neville Museum Foundation. This last point is important as it relates to the "voice" given to the Foundation, with the current Foundation Chairman also being a member of the Governing Board.

The Governing Board does not have veto power over the expenditure of funds and has of late been deferring to Brown County for policy development. Having said this, I want to note that this body and its leadership are very strong vis-à-vis community leaders and stakeholders. As part of the overall governance discussions now occurring, I am recommending that there also be a concomitant discussion about the future role this Governing Board could productively play as viewed within the context of the public/private partnership between the County and Foundation. Again, I want to re-state that the complex reporting structure outlined in Figure 1 could and should be simplified; minimally, as a matter of efficiency but perhaps more importantly, to allow the Governing Board to revisit its own mission and role moving the museum into its second century of work.

Director's note: work will continue on governance review with the goal of reaching a consensus opinion for any suggested changes by the beginning of 2012.

The Physical Plant/Building

Designed and constructed in the late 1970s/early 1980s, the current museum's physical plant was opened to the public in 1982. At the time, the building may have been considered state-of-the-art, but in the intervening years, great engineering and architectural strides have been made which are not reflected in the current structure. In addition (and this is true with most museums), the physical plant has become inadequate as a measure of available space for collections care and expansion, programming needs (including facility and event rental space, admissions and visitor service) and exhibit gallery space.

The building is currently maintained by Brown County's Facility Management Department, at a rather hefty cost (through County charge-backs) as a measure of overall annual budget expenditures. Having said this, it is important to note that the building is in very good condition due to this maintenance, and daily upkeep continues to keep the facility in good repair. I do believe, however, that we should look at having the current facility representative for the museum, who takes care of day-to-day operations, brought on as a member of the museum staff.

The Riverfront Campus

Although located on what is now prime, downtown waterfront real estate, the museum does not adequately leverage its location on the Fox River. This must, I believe, become a major focus for us moving forward. This will become key to any strategic and master planning process we engage in. Additionally, the idea of having water-based programs and perhaps even a docked museum ship (see section on USS Green Bay, below) hold great promise as mission-based activities with grant and earned revenue potential.

The Exhibits

When you talk with the general public about museums, you're more often than not talking about exhibits. The Neville has approximately 15,000 square feet of exhibit space, which includes the 7,200 sq. ft. "permanent" exhibit "On the Edge of the Inland Sea." This exhibit is, by many measures, outdated and no longer "effective." As already noted in the Neville Public Museum's Strategic Plan – Final Report, this exhibit must be completely renovated, although the subject matter, stories told and many of the object and displays can and should find their way into a new exhibit experience. That last word – experience – is a critical term for the museum to embrace if we are to remain relevant to today's diverse audiences and the funders whose support we need.

The exhibit schedule over the last few years has been absolutely out-of-sync with staff capacity (and in some cases ability), as well as not providing adequate time for front-end, formative and summative evaluation efforts. I have characterized this as having put the staff on a "hamster's wheel," where they are running like crazy, producing lots of exhibits each year but all too often with very little impact as measured by our flat or declining attendance numbers. (In all fairness, the imposition of admission fees, which was critical and necessary, has undoubtedly had an impact on these dips in attendance, as well.)

Given these realities, it is critical that we radically change our modus operandi regarding in-house exhibit production as well as our strategy for the inclusion of travelling exhibitions, including what are commonly referred to as "block buster" exhibits. The staff has embraced this hoped-for change, because, quite frankly, they are being both frustrated and exhausted by the feeling that their success is measured solely on the number of exhibits they produce each year, regardless of their impact on our mission or on our bottom line by attracting larger audiences.

Ideally, we will be able to plan-out at least 2-3 years with our exhibit schedule, but this will take some time to develop the internal guidelines and policies for making decisions regarding exhibit concepts and offerings, as well as getting our new funding engine operational.

In the meantime, I have already begun to pull back on the reins in order to measure our efforts more deliberately. One way we will do this is to look at larger exhibit footprints (e.g. one big exhibit vs. two, smaller exhibits) and longer exhibit run times with more robust adjunct programming to keep the experiences fresh and attract new/repeat visits. There may also be the need to redirect the staff on the exhibit development process as a function of identifying exhibit goals and objectives before going into the organization of content, which is a rather common "mistake" in our industry that can lead to exhibits not having the impact we desire.

Having said this, the staff is to be commended for doing what was asked of them under very stressful conditions, and the handful of exhibits I've seen produced in my short time here have been quite good and the source of deserved pride for those involved. This group does know how to put on an exhibition, even if they may constrain themselves. I also believe that the many exhibits which have included stakeholder groups are excellent efforts and should continue as part of our evolving exhibit paradigm. At some point in our growth, I believe that it will be critical to hire a Director of Exhibits, which will also free-up the curators to do other tasks related to their professional jobs that are not now getting done.

Director's note: We're going to slowly shift our exhibit modus operandi, in part to refocus staff energy and to accommodate a "centennial suite of exhibitions" and adjunct public programming which will together tell a single, interwoven story culminating with our birthday in 2015.

Educational Programs

As a department-of-one, considerable effort goes into programming, but much of this activity has to be split between the interests of the general, visiting public and the pedagogically-driven school-based end users, primarily in the Brown County school districts. The overall quality of educational programs has, in my mind, suffered due to this diffusion of effort. As in the exhibit-focused comments above, so too is there a need to revisit and perhaps redefine our educational and public programming paradigm moving

forward. Some of this work will be done in concert with work on a proposed exhibit for 2012 (working title: *MuseumPLACE*).

One new wild card in this effort will be the soon-to-be-opened Green Bay Children's Museum. Rather than compete, we will need to determine the best ways to support each other's efforts. To that end, I have already met with their Executive Director to begin a dialog which will very quickly need to include our Curator of Education. We must also take a hard look at getting school district-wide contracts so that we can begin to focus on not only on-site fieldtrips, but also on off-site outreach programs.

I have asked our Curator of Education to begin work on two items: the framework for a Strategic Plan for Education and Public Programming as well as preparing for an Education Summit that we will hold at the Neville in February and to which we will invite our colleagues from other museums as well as

Finally, we must begin to look at adult and continuing education opportunities (e.g. the already productive relationship we have with UWGB's Learning in Retirement program), including the potential to run an adult travel program as well as leveraging the existing Natural History Lecture and Film Series programs more effectively.

Collections

The Neville is a collections-based museum vs. a "typical science center" that has exhibits and educational programs but no collections beyond exhibit props. Collections care is central to fulfilling our mission. Consequently, and as demonstrated by the Neville's success at maintaining AMM accreditation, we have an important community resource that also is the "grist" from which we make many of our products. In my short time here, I haven't had the opportunity to give adequate focus to our collection efforts, beyond being able to make these very basic observations and a few self-obvious recommendations (not necessarily in order of importance):

- Collections storage is now inadequate and must be expanded and improved (see the Case for a Capital Campaign, below);
- Our collection focus (or lack, thereof) needs to be reviewed and linked to our strategic efforts moving forward;
- We need to foster more in-house and external academic research on our collections;
- We need to continue the herculean efforts involved in the digitization of our collections;
- We need to review our collections and deaccessioning policies with a goal to improve their use and efficacy;

- We need to prepare for the de-installation of the exhibit "On the Edge of the Inland Sea" and the many artifacts and objects that most likely will not go back on permanent display;
- We need to make a stronger case-for-support to the County and general public about the value of these collections as a record of our regions' material culture and natural history.

Director's note: We need to begin planning work next year for the likely de-installation of "Inland Sea" post-2015.

Visitor Services

At this point in time, there is no segregated visitor services department within the museum. However, the contract security staffers hired through Pieschek are doing an excellent job in this regard, and often receive kudos from our guests. We will need to place a much higher emphasis on visitor services moving forward.

Operations: Facilities

As mentioned above, facility maintenance is currently the charge (pun intended) of Brown County's Facility Department. Short term, this arrangement is serviceable, but a long-term plan to move some maintenance to the museum proper is suggested. Not only could this result in a substantial cost savings to the museum (although with a concomitant reduction in cross-charge revenue to the Facility Department), but this would also give much greater control and flexibility to museum staff for the daily activities that an in-house maintenance department could offer.

Operations: Policies and SOPs

Upon taking over as the new Director, I was immediately struck by the lack of and/or poor application of adequate internal policies and SOPs. This is not to say that these important guiding documents didn't exist (although many industry-standard one don't), but that they were less germane to the unique characteristics that make a museum... a museum. Yes, we need a policy to control staff making personal copies, but not to have a policy regarding program and exhibit evaluation is a glaring shortcome.

Staff has embraced the need to rectify this situation and a process has begun, albeit slowly, to 1) review existing policies and SOPs with the goal of improving them and 2) defining policies that currently don't exist and developing them for implementation. This will be an on-going activity as the museum matures.

Marketing

As indicated in the above section dealing with the Foundation, marketing has fallen within the purview of this private support group. Although there have been efforts made in the past to develop more effective marketing plans, this will now require us to put many more creative, intellectual and financial resources into this endeavor.

Human Resources/staff

HR issues can be some of the hardest and most challenging for managers to deal with. Due to the sensitive nature of these issues, only some comments will be provided here, with additional recommendations provided at a later date through the appropriate channels. However, the comments offered below will reflect my first, candidly-direct thoughts on this critical aspect of museum operations, i.e. this may be one of the hardest sections for the readers of this report to see. In case the assessment below is viewed as being overly critical, let me state at the front end that I have respect for the staff and I have enjoyed getting to know and work with them... and I recognize how hard and perhaps dispiriting the last decade here has been for employees of the museum. The staff here is talented. No employee is completely useless... and no employee is flawless. Each individual has unique and valuable qualities and experience that can help the organization. Yet there is always room for improvement, and this includes members of the staff at all levels.

County staff:

Over the relatively short period of six (6) years, staffing levels on the part of Brown County have gone down from 16 FTEs to the current number of nine (9) FTEs. This is a skeleton crew to say the least, and staffing at this level will not allow us to sustain our efforts, let alone grow. The staff is experienced and, given their small relative size, productive (in the least as a measure of sheer volume). The recent inhouse exhibits I've seen open have been very good. Many of the skill sets we require, however, are not resident at this time. In addition, the last ten years have taken their toll on employee morale as well as having fostered a counterproductive set of attitudes and behaviors, which are slowly beginning to change.

I am also seeing the need to deal with a pervasive "clock-watching" mentality which is part-and-parcel of the current union structure. This, in and of itself, is not a bad thing, but it compounds the need to get staff to manage their time more productively given how short-staffed we are. I also believe, and this is a challenge I recognize, that the professional staff (i.e. curators) should be willing and able to put in more than 40 hours each week, if that's what is required to get the work done, as salaried employees; but this is not the reality we are dealing with. In my opinion, these are highly-trained professionals, not piece workers. Given the unlikelihood of this particular organizational change happening soon, however, I am going to begin redirecting some individual staff activities as well as changing the modus operandi for certain group undertakings – including collaborative efforts - moving forward.

Staff is also being challenged with the new "corporate culture" I am gradually instituting, as reflected in their questions and statements to me and in their observed behaviors as I encourage them to leave their individual "comfort zones." Again, this is not a bad thing, but it reinforces the need for me, as the new Director, to work with them through this period of change and uncertainty. In pop-culture parlance, I need to make sure that all the people we currently have on the bus is in the right seat on the bus. I will continue to have an open door policy and a collegial approach to my own work as Director, which I believe the staff appreciates.

Foundation staff:

The Foundation will need to step up to the reality that more staff will need to be hired and managed by them. A new org chart will have to be developed that begins to look at the necessary and complimentary aspects of these two, intertwined teams. The one Foundation employee who is currently on staff (a second employee was just recently hired but has not yet begun work) is very good, has untapped potential and provides an important degree of continuity as we begin re-building this side of the house: the "private" in public/private partnership.

Our immediate and crucial need, acknowledged by Foundation leadership, is to find and hire a new Director of Development and Marketing before the end of the year. This is one of the highest-priority goals for this year. Without this key staff member on the team, many other initiatives will be hard to accomplish, as will the cultivation of stakeholders that we must have moving forward.

Director's note: More specific HR recommendations, including thoughts on future staffing needs for both County and Foundation employees, will proffered at a later date.

Special Notes:

The Neville's 100th Birthday

This is one of the greatest assets we currently have: an impending centennial celebration. Significant time and energy must begin to be expended to prepare for this de-facto catalyst for our future success. Much more detailed comments on this event will be forthcoming this fall.

Green Bay Packers

The above discussion of the Neville's "brand" would be incomplete without acknowledging a brand so strongly associated with Green Bay as to dwarf all others: the Green Bay Packers NFL franchise. It transcends enlightened self-interest to say that we need to build on the existing relationship with the Packer's organization as one of the important elements of the Neville's collections and the stories we want to tell of our community through the development of exhibit experiences.

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Two good cases in-point are the collaborative work we are doing on the Packers' Heritage Trail and the upcoming "Football" exhibit (summer of 2012) which will provide wonderful opportunities for collaborative exhibit and public programming initiatives.

The Fox River

As mentioned in numerous references above, the fact that the Neville sits along the banks of the Fox River cannot be emphasized enough. The Fox is also a river that is attracting great attention and funding. We must embrace the river on-our-doorstep and plan for ways in which we can 1) connect people to it, including getting kids and adults out on the water for educational experiences and 2) contribute to the scientific research and economic development that is now, and will in the future, be occurring. This includes work on initiatives like the Fox-Wisconsin Heritage Parkway and with entities like the universities, the Port of Green Bay and the Green Bay Metropolitan Sewerage District and many local businesses, starting with those near us in the port.

The USS Green Bay (PG-101)

As a maritime and shipbuilding region, it is relevant to re-entertain the idea of having a "museum ship" docked alongside the museum as a visitor attraction and educational/collections asset. Preliminary feasibility work, conducted by the Harbor Commission in early 2000/2001 in order to look at the issues surrounding the USS Green Bay (PG-101), can be a starting point for further discussion. There are also ideas relating to a wooden-hulled tall ship being proffered, as well.

The City of Green Bay

Special note should be made to acknowledge the historic role the City of Green Bay has played in the Neville's history. Much more dialog between the City and County needs to occur, but since the Neville is a self-obvious keystone institution in downtown Green Bay, this dialog only makes sense. To that end, I will be recommending the institution of a formal mechanism to begin this process in 2012, with an eye toward collaboration on the proposed Capital Campaign, referenced below.

The Case for a Capital Campaign: Growing the Neville!

"Make no small plans... they have no magic to stir men's blood."

Daniel Burnham

Capital Campaigns should not be entered into lightly. However, with the fast-approaching centennial of the Neville as a catalyst, there is no reason we shouldn't begin to "dream big" and look at the opportunities implicit in developing and executing a capital campaign. The Neville is about to start its second hundred years as the biggest museum in the region. How might a capital campaign leverage this reality while providing resources for sustained growth?

Capital campaigns typically deal with the obvious bricks-and-mortar projects, which for the Neville could include: expansion of the physical plant and campus which will better allow us to support and fulfill our mission, creation of new gallery, program and collections spaces, creation of a better architectural (and public pedestrian) connection to the river and the rest of downtown Green Bay and providing a focus for increasing the base of members, supporting stakeholders, funders and end users sustaining the Neville.

There are also less concrete but no less tangible outcomes from running a successful campaign. These include the defining of a clearer vision and direction for the organization (which should include defining core values for the museum), cultivation of new donors to our base, the forging of new partnerships and alliances, the positive PR resulting from campaign and construction activity and finally, the expansion of institutional capacity to more adequately fulfill our mission.

In order to gauge the scope and feasibility of an effort of this potential magnitude, we will form a "Centennial Committee" in early 2012 to weigh our options, as well as to make sure that we understand what's happening around us vis-à-vis other capital projects in our community that would be direct competition for financial support.

A useful point of reference to begin this analysis will be the Schematic Design Report prepared for the Neville Public Museum by John Hilberry & Associates, Inc. in 1996. This design document has some intriguing elements which I believe will be a catalyst to move us forward. Another important planning document we must reference is the Stoss Report on riverfront development in downtown Green Bay, which has already resulted in the construction and activation of the City Deck.

Finally, the value toward building endowment fund contributions, as part of the broader campaign efforts, cannot be underestimated. This has to be part of the vision that we will embrace: building a stronger, more sustainable foundation upon which to grow as we meet the community's needs.